

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND THREE HUNDRED AND EIGHTY-EIGHTH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, November 1, 2002

The Board of Trustees met at its regular monthly meeting on Friday, November 1, 2002, at The Ohio State University Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

**

**

**

Minutes of the last meeting were approved.

**

**

**

The Chairman, Mr. Patterson, called the meeting of the Board of Trustees to order on November 1, 2002, at 10:40 a.m. He requested the Assistant Secretary to call the roll.

Present: James F. Patterson, Chairman, Zuheir Sofia, Tami Longaberger, Daniel M. Slane, Robert M. Duncan, Karen L. Hendricks, Dimon R. McFerson, Jo Ann Davidson, Douglas G. Borrer, Joseph A. Shultz, and Paula A. Habib.

--0--

PRESIDENT'S REPORT

President Karen A. Holbrook:

I'm going to do two different things today: first, I have passed out to all of the Trustees a handout called, "Update." Basically, this is an inventory list of what I've been doing for the first month I've been here. I think you'll see that the list is grouped as to whom I've been interacting with and what activities I've been involved with. I hope you feel that this has been a productive month of good activities.

I will highlight a few of these things and a few of the themes that have come out of them. I took the document and tried to take each one of the things I have done and put it into the Academic Plan, as to how each of these things fits in, what the goals are, and what I have been doing that makes a difference to the goals of the Academic Plan.

I ended up very late last night taking it back out and putting it in a different format, again, because I don't want to stretch. I don't want to take things that are purely activities to introduce me to the campus and try to fit them into something that I would say is strategic, because it's really not. I'm still trying to get used to where I am and getting to know people. Once you know people, you can then be more strategic and more sensible in putting things in as to how they are going to help advance the direction we're going.

What I have done, in coming out of all of these different activities and meetings, is pick up a number of themes that are pervasive on this campus and important for us. In walking through this, you will see a number of things that come out of meetings with students, faculty, and other organizations that suggest what the issues are on this campus. I don't think there are any surprises, because they are the issues that you all knew about as you designed the Academic Plan and the Diversity Plan.

Diversity comes out very prominently. In every interaction I have, diversity comes out as a major theme every single day in all of the things that are going on. I've met with a variety of different groups on campus to talk about diversity. The interesting thing is I get two different senses, and I'm going to mention both of them.

I get a sense that there are many things that we are doing that are very good and very strong. Our numbers are looking good. If you were to do an inventory of what is going on on campus, you would see that there are so many different activities. If you would look at the numbers, you would see that we're making improvements.

The other part that comes out when you meet people one-on-one is how are we changing the environment where people are working? How do people feel? The Office of Minority Affairs had a wonderful reception the other night and my comment to this group was, "I hope each one of you feels as warmly welcome in this environment as I do." My sense is we have a way to go to make that still

PRESIDENT'S REPORT (contd)

President Holbrook: (contd)

happen for everybody. That's one of our biggest challenges. How do we bring the comfort level up for everybody on campus, so they do feel as good as I do?

Those are the things that are harder to design and fix. It is not easy to fix things, but you can with money and appropriate guidelines. People and how they deal with other people in their hearts is what is really going to be difficult to work on. That is exactly what we have to think about very seriously. That comes out and there have been some wonderful ideas.

Now having said that in a slightly negative sense, I have to say all of the positives that I have gotten from students and the enthusiasm for having an environment that they're comfortable in, and working together to bring that comfort level up has been so impressive to me. You've all seen the letter that I sent out broadly over the Internet about tolerance and about my extraordinary sense of our student body in wanting to do something positive for this University. I feel very good about our student activities in this regard, but that is one thing that comes through virtually every day in every activity that I'm involved in.

The second thing that comes out is when you look at all of these activities, you can't help but step back and think of who are the partners of this University. That is something I'm going to address in my other piece. We have extraordinary partners, and I'm not telling you something you don't know. Because of our alumni groups and our support downtown, we have partners everywhere. They help us with all of our activities and our partners for progress are very important to us. This comes out in all of the different kinds of meetings that I've participated in, whether they are peer partners or in different sectors other than academia. We have many, many partners. This is one of the great strengths we have.

As I work across campus with groups, the other issue that comes out repeatedly is the emphasis on faculty-student engagement and the undergraduate experience. You're going to have a nice presentation today that will emphasize the First Year Experience. What is the most heartening about this is how the students really are enthusiastic about that kind of engagement. I've had a chance to work with Eddie Pauline on some ideas of things we can do to enhance the student-faculty relationship. My suggestion to him is, let's talk about it, let's you and I exchange ideas, and then let's have you come back with the suggestions. Because the suggestions are going to mean a whole lot more coming from the students to the administration than they are from the administration saying, "These are the kinds of things you should do." So, I feel good about those interactions.

Another thing that comes out very clearly is technology transfer and economic development for this University. We have heard about that before and it is very important, but it is clear that our Columbus community is very supportive of those activities for us.

Another theme that is clear is access -- cost of education -- and, I would add, excellence. That is something that we talk about a lot and are also going to have to work on. The last theme is University and community citizenship. We emphasize citizenship among our students and we can see so many tangible ways that our students are part of that citizenship through their volunteer activities, their connections, and even last weekend through the "Make a Difference Day."

PRESIDENT'S REPORT (contd)

President Holbrook: (contd)

The other side of the coin is that a different aspect of our citizenship is recognized on game days in ways that are not respectful and do not demonstrate tolerance. We're going to start looking at that among the senior leadership thinking about what kind of message we send to our community with some of the signals that we have on game day. We can undermine all the great things we do academically by some of the activities that go on on game day. I think we want to look at that and say, "Is that the message we want to say about The Ohio State University?" Or do we want those other messages about our academic enterprise and student citizenship to come out as the primary emphasis?

Let me say two things particularly about the inventory that you have that I think are very important. We had the great privilege of hosting Senators Voinovich and DeWine this week on our campus for a luncheon with a number of people on the faculty, several representatives from our Board of Trustees, students, and faculty representatives. This was a very positive first step in talking about what are our federal priorities. How can we be of benefit to our delegation in Washington? How can we support them in what they're doing? How can Ohio State be on their agenda? How can we just simply give them information to do their jobs more effectively when they want it? That was an excellent first step and it goes along with the last comment I'm going to make here.

We are in the search for two new positions right now. We have an interim vice president for Government Relations and we have Lee Tashjian leaving us as vice president for University Relations. Certainly we'll have many opportunities to say goodbye, but this is his last Board meeting with us. At an alumni banquet last week we gave an award to a person from the University of Florida, who is in a similar position to Lee's but in a step down. This individual particularly wanted to talk to Lee because they are doing a survey at Florida of top institutions in communications and looking for models to build their program on, and The Ohio State University is one of those models. Lee, I think that is a very nice thing to go out knowing, that you have helped us become a model. Thank you, and we wish you well.

We're looking very closely at developing those two job descriptions and working very hard at a plan for Government Relations that will take into consideration all that we're doing in the state, the federal government, our federal agencies, and the organizations we belong to. We will be searching very hard to fill these positions shortly.

At each Board meeting I'd like to say something about an issue that I think is important on the campus and some of the issues I raised when I was here for my very first remarks. Today I want to talk about the image of this University that I think is important. There were a confluence of statements that have come together recently -- and what I'm going to focus on is our "bigness."

Last week I attended the AAU president's meeting and at that meeting we all talked about what we're doing in our own institutions. I sat there thinking, "You know, we're all excellent, committed, entrepreneurial, forward-looking, student-centered, accountable, efficient, analytical, critical thinking, and nimble. All of us are, because we're all great universities. So what are we? What is Ohio State? What makes us unique? What makes us special?" I asked the same thing of the search committee, "What do we want to be known for? What are the characteristics that make us really something different?"

Secondly, a couple of weeks ago Provost Ray and I met with the President and Provost's Advisory Committee. This is a group composed of our eminent

PRESIDENT'S REPORT (contd)

President Holbrook: (contd)

scholars and distinguished professors and this group gave us ten recommendations, one of which is that we need an image makeover. I thought about that and wondered what they really meant by that.

Thirdly, I thought of a comment that came from Ken Lee last weekend during the Food Science and Technology presentation at the pre-game brunch. He said, "We're building an academic program that will make our athletes proud." He meant it tongue-in-cheek, and it was funny and cute, but it suggests that maybe we're better known for our athletic programs than we are for our academic programs.

And, finally – and this is to me the most serious comment – an article was published in the *Toledo Blade* on October 3, that included a statement that I pulled out and said to Lee Tashjian, "You know, we need to think about this." I'm going to quote from the article: "A cautionary note should be sounded. Ohio State remains a university that is hurt by its immense size." I thought that was a very telling comment, but not on target. I took this out of context, because it goes on to say more positive things, but, nonetheless, that statement does resonate with what we hear from parents, students, and people who are thinking about coming to The Ohio State University.

We are big. We are almost frighteningly and intimidatingly big. But even what I said in my opening remarks when I first came here, I said, "Yes, a theme runs through Ohio State's literature -- that we're big. It is the first impression of Ohio State from any perspective. In my view, our bigness needs to convey our connectedness and what we can do by being big to connect with reality, with all of our constituencies, and externally – all over the world." To me it seems like we have to start emphasizing that connectedness, our bigness, and stop being even slightly self-conscious about our size, about thinking of it as a liability, and to begin to emphasize our size as our uniqueness. Perhaps one thing we can start with is our strengths because of our size. It needs to be equated with our excellence, our leadership among institutions of higher education, and our value to the state in the future.

For example, during the Parent's Weekend brunch, I said to parents, "Think of what we can do with our physical infrastructure, in terms of buildings, laboratories, equipment, special facilities, field stations, museums, galleries, libraries, computer facilities, clinical facilities, agricultural facilities, the supercomputer; our computer programs in the arts; career services; theaters; our own newspaper and radio station; incubators; support facilities; and infrastructure for athletic programs and students in intramural programs. Think about any student wanting to access faculty talent." There is so much faculty talent and expertise here that we do not have to create it and import it, we can do it all with what we have here. It is a phenomenal advantage. We have 600 activities for students.

Now I like to create mental pictures of what this might look like if you were to think about the bigness, and the connectedness, and the outreach of this University. I thought about taking a very small college like the College of the Arts -- and I thought of that one because one might think the College of the Arts does things pretty much in the confines of their own college and are not particularly connected. I asked for some material from Karen Bell. What she provided to me is that her faculty are doing teaching and research. Teaching is important, and they have 15 programs in humanities, six programs in social science and behavioral sciences, programs in biological sciences, mathematical and physical sciences, and business; unlikely programs in the College of Engineering, such as

PRESIDENT'S REPORT (contd)

President Holbrook: (contd)

the Center for Automotive Research Institute and the Institute for Ergonomics, Industrial Welding and Systems Engineering; and programs in Medicine and Public Health. The College of the Arts is engaged in research with a number of companies. Then you add the connections of the faculty with their colleagues broadly, and then internationally.

Now, you take that one image of that college that is connected – plus its alumni all over the world – and take all of our other schools and colleges and take some of the big ones, like Medicine and Engineering, and think of all of their connections and put that picture together. I think the sense that you get is that our bigness is an incredible asset. The relevance is enormous, the outreach is huge, and our opportunities and strengths are unparalleled because of our size.

The challenge then – and this is where I hope I'm going to lead into the program that you have today – is for our students to be able to access that expertise and to take advantage of all of these resources. So our challenge is to create a "big small University." One where our students are not overwhelmed by their environment, but they are overwhelmed with their opportunity. And I mean that truly in a positive sense. Student Affairs is very much aware of the need to make a large school small. They do that through a number of programs, such as Dr. Freeman's office, but many offices. I'm going to give a quote from a sophomore student, Aaron Friedman, who said, "The key to making any institution like The Ohio State University feel smaller is involvement." This is our challenge, to help students become involved, so that they don't have to feel like they're in a big environment, but a small environment.

To close, how are we really hurt by our size, as the *Toledo Blade* charges? I see that we're only enhanced by our size, as long as we understand how to make it manageable and how to access the University in smaller bites. In that case, then, our size has to be an extraordinary asset. When Chairman Patterson and I discussed this topic together a week or so ago, he said, "You can make a large university small, but you can't take a small one and make it large in the same way that The Ohio State University is."

I for one see our "bigness" as one of our terrific assets and one that we really need to promote. If nothing else, we can at least start by saying that is one of our truly unique characteristics and we're really proud of it. Thanks.

Mr. Patterson:

Thank you, Karen. There are not many topics of more importance than the last one that you addressed for the University as a whole.

(See Appendix XXIII for President Holbrook's "Update," page 571.)

--0--

STUDENT RECOGNITION AWARD

Ms. Habib:

The Student Recognition Award is presented by the Board of Trustees to honor a student's achievement in his or her area of study, service to the University and/or area/community, and/or research achievements that have been a credit to the college and the University.

STUDENT RECOGNITION AWARD (contd)

Ms. Habib: (contd)

This month's recipient is Grace Nwoku, who was nominated by Dean Tripodi in the College of Social Work. Grace received her Bachelor of Science degree from the College of Human Ecology at Cornell University. She earned a dual degree in human service studies and policy analysis and management. Ms. Nwoku is currently a master's student in the College of Social Work in the advanced standing option, which means she is completing the master's degree in one full year of course and field work. She is a graduate enrichment fellow concentrating in social administration.

In addition to her formal education program, she is spending some time as a research assistant in a project that is evaluating the effectiveness of 20 youth development programs in Central Ohio. Grace is currently interning at the Department of Rehabilitation and Corrections' Bureau of Mental Health Services. According to Dr. Theresa Early, a professor in the College of Social Work, Ms. Nwoku exemplifies the social work profession's commitments to empowerment and social justice.

As she wrote in her personal statement in applying to the program, "In five years I hope to be in a position to educate, advocate, and perhaps even legislate on economic inadequacies in this country and, of course, provide positive outcomes for such problems."

Ms. Nwoku aspires to a career in non-profit management and social activism, especially around issues that affect women, families, and children. Being a student myself, it is a great honor for me to be able to present a student like Grace to the Board of Trustees. The Board appreciates the chance to meet students, especially ones who exemplify exactly how bright and committed the students at Ohio State really are.

Grace, on behalf of Chairman Patterson and the Board of Trustees, I would like to present you with the Student Recognition Award. Congratulations.

Ms. Ugwulo Grace Nwoku:

I'd like to thank the Board for this honor – I am truly happy with this. I also want to thank my dean, Dr. Tripodi, and my professors, Dr. Dawn Anderson-Butcher and Dr. Theresa Early, for making my experience here so enriching. Thank you.

--0--

FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/ NEW UNDERGRADUATE STUDENT PROFILES

Mr. Patterson:

One of the areas that Karen's timely comments led into is the student experience. Dr. Mabel Freeman, whom many of us know so well, does this work with such passion. She is going to lead a presentation to the Board on the First Year Experience, recruitment and retention strategies, and some of our new undergraduate student profiles. Dr. Freeman --

Dr. Mabel Freeman: [PowerPoint Presentation]

Thank you very much, Chairman Patterson and President Holbrook. We really are pleased to be able to be here and we come in large numbers. We come with a theme very much consistent with what President Holbrook was just saying and

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

so there are many of us because, it takes a lot of people to do this. We're going to try and run through a little bit of "Student Recruitment 101" and give you an idea first of all about what it takes to bring in our undergraduate students, and then talk about what happens when they get here, the transition, and the first year.

Helping today -- because they are very key to all of this -- are a number of folks that you'll be hearing from. They are sitting at the table, and I'll introduce them as we get to that point in time. I would also like to quickly introduce a few people that are sitting behind us who are very instrumental to all that goes on in the Undergraduate Admissions and First Year Experience.

Phyllis Miller, director of Orientation, makes sure that literally thousands and thousands of students and parents have a wonderful experience when they come in for orientation. Obviously the largest group comes in the summer, but we have orientation all four quarters for both freshmen and transfers. Next is Gail Stephenoff, and she leads the Office of Enrollment Management. This is the group that really tries to make sure that we've got the right number of students, not only coming to Ohio State, but, then, matriculating through the different majors and colleges at the University. Next is Stephanie Sanders, who is responsible for the competitive admissions process. Since we are no longer an open admissions institution on the Columbus campus, Stephanie directs the process of reviewing the applications and making sure that we're bringing in the most talented and diverse freshman class that we can.

Finally, I would like to introduce Eric Reasoner, our wonderful administrative associate. He is the only person who, on any given day at any hour, knows everything that is going on in Undergraduate Admissions and the First Year Experience. Eric is handing out some folders for you to look at at your leisure, as we'll be talking about these things during the presentation.

Sitting to my right is Allen Kraus, and you'll be hearing from Allen. He directs all of the publications, marketing communications, etc., but he's also very good on working the PowerPoint presentation that we're going to give you.

We thought we would start by just pointing out an overview of the changing profile of the entering freshman class. We've tried to condense it a little bit rather than put every single year in there, just to make it easier for today's presentation.

As I think many of you know, in 1995 the University made its decision to significantly address making sure that the freshmen coming into the University were going to be graduating from the University. As you know, it is not about who comes in, but it is about who leaves with a diploma. As we talk about competitive admissions, we particularly look back to 1995 as a marker year. I think what's important -- we've given you 1995, the last two years, and then this current incoming class -- is that we've maintained relatively the same size freshman class. The last two years our target has been 5,850 students and we've gone just a few over, mostly to keep Bill Shkurti very happy. We have no problem when it's a few students above the target, but we have to be very careful that we maintain a class size for which we will be able to have residence hall and class space. So, we don't want to go too far over that target.

As we look at the profile of the class, many people use ACT or SAT score ranges around the country and we are predominantly an ACT school. As you can see,

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

there has clearly been an increase from that 22.8 average ACT score in 1995 to the 25.2. You will notice that the last two years, it's been the same ACT score.

To give you a context for that ACT, the national average this year for all incoming college students, or all students who took the ACT last year, was 20.8. The average for the State of Ohio was a 21.4. So you can see, when we're at a 25.2, we are significantly ahead of where the predominant group of students are when we're talking that score range. So it gets a lot tougher to continue moving up, but that's certainly our goal.

As we look at the top 10 and top 25 percent of the high school class – back in 1995, about one out of five of our entering freshmen graduated in the top 10 percent of their high school class. We're now at one out of three. We'd like to get that up to at least 40 percent of the incoming freshmen being in the top 10 percent of their high school class. The same is true in the top 25 percent – we're now two out of every three freshmen coming in this year graduated in the top quartile of their high school. We'd like to get that to about 80 percent, and that is a challenging goal, but that's where we would like to go.

We used the University Scholars as a marker. Those are the students who graduate typically in the top 3 percent of their high school class and have a 29 ACT or a 1300 SAT or higher. We had quite a jump last year and, while we would have liked to have maintained that jump, we're going to get back up there again. This fall we brought in 716 of these students. Again, given those criteria, that is a remarkable number.

We had a little problem with valedictorians this year and we're looking into that to try to figure out what we can do. We certainly want high school valedictorians in our freshman class. We do not offer any type of special scholarship for them, and many institutions do, but we're not sure that's the only solution to that challenge. The number of National Merit, Achievement, and Hispanic scholars have been increasing. Again, that puts us in about the top 20 universities in the country for the total number of students who are National Merit, National Achievement, and National Hispanic scholars. So we are pleased about that.

We then have our distribution of students and as we look at students of color -- last year about 19.2 percent of the class were students of color; this year, it's 19.3 percent. That is certainly something that is very important. The composition of the freshman class is enhanced, we believe, by the diversity of that class. So we work very closely, particularly with the Office of Minority Affairs, to do that.

We went down a little bit this year in out-of-state residents. This was mostly explained by the international student decline, because non-residents includes both domestic and international students. Actually, when we look at domestic out-of-state students, we are, I think, one or two up from last year. But there is no question there was a decline in international students. I talked with Marie Taris, director of the Graduate, International, and Professional Admissions, to ask her if she wanted me to share any comments about that. Obviously, last year was a particularly strong year. Probably the biggest factor for that drop in international students has to do with the fact that Ohio State now is requiring an ACT or SAT test score for international students, along with the TOEFL. This was a new factor this year. A second factor is that, for undergraduate international students, we have always had a significant number of students from Malaysia and Indonesia, both countries that had much difficulty in getting their

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

students into study abroad programs this year because of many of the sanctions that came after September 11. Marie would note those two factors, particularly, and their office is working to have a stronger year this year.

If you look at 1995 versus 2002, there has been a lot of talk about remedial course work at universities within Ohio. You can see that by bringing in stronger classes we have a smaller number of students who need to start with remedial course work.

As we look at all of this and talk about bringing in that class, it is a collaborative effort to do something this big. This is not just an effort of the Undergraduate Admissions staff, this is taking our colleges and academic departments, the faculty, the Honors and Scholars Center, the Office of Minority Affairs, and alumni all participating in this in order to bring in a class.

As we look at our recruitment strategy, we can really identify various groups of students. We talk about wanting to bring in honors students and those are the students who will be able to participate in the strongest programs on this campus. I believe you've heard in the past about some scholars programs that were initiated two and three years ago. These programs were intended to bring in very good students who may not be participating in the honors program, but certainly are outstanding students and absolutely above average. We're growing the scholars programs and you'll hear a little bit more about that later.

We truly are quite serious in our continuing efforts to make sure there is a diverse student class. We look at that specific population and the international students I've talked about. We talk about in-state and out-of-state and recognize the balance that we'd like to try to keep to make sure this is a top-notch university. We want to go beyond just the State of Ohio.

We have 43 Living-Learning Programs on campus and we identify students by their interest based on residential programs that connect with the academic programs. This year we are continuing and strengthening the discussion about recruiting students for the regional campuses. As we talk about this "One university with many locations," that's given a new emphasis to making sure that students have a sense of where might be the best place for them to start their Ohio State education and to complete it.

Our office is also responsible for transfer students. As we've been changing the profile of the incoming freshman, that is creating conversations about our transfer population that has always been a significant part. Almost one out of three of our graduates are still students who did not begin at Ohio State, and so we look at that group of students and what that means for this recruitment funnel. This is how we start it: 1) we talk about prospects -- students who would be a good match for Ohio State; 2) inquiries -- students who actually say, "Yes, I'd like to hear more about Ohio State;" 3) applicants -- students who complete that application; 4) those students we then admit -- students who pay their deposit and say, "I'm coming;" 5) finally, we get down to students who actually enroll.

This used to be a simple process, we knew who we were talking about. If you look at this cartoon -- one of my favorite cartoon strips happens to have an unfortunate name, "Zits." Jeremy is a very bright 16-year-old and fairly typical of today's young person. When his mom accuses him of being unreasonable, he notes that, "Hey, all I want is what I want when I want it," and goes off to his computer wondering, "Why can't the rest of the world be more like you?"

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

The introduction of the Web has really had an impact on college admissions, because students can learn a lot about us without us ever knowing that they're learning about us. In the old days, they had to send a card in saying, "Would you please tell me something about Ohio State?" and you could track your students. We know that thousands and thousands of students are out there -- 9th, 10th, and 11th graders, looking at websites. They are doing their own early review of materials and it's added a new dimension to our undergraduate recruiting efforts.

If you want to talk big numbers, we'd like to share with you a few. For last year's freshman class, we dealt with 192,400 prospects at the beginning of this funnel, of which 85,000 of those students say to us, "We'd like to keep talking to you about Ohio State." Over 20,000 of those students will apply for fall quarter. We will admit between 14,000 and 14,500 in order to end up with a class this fall, we hope, of 5,980 students. We're going to look for a few more students for this fall because of the change in the selective admissions to all four quarters. If you look at that sequence and realize that we come in 30 students over the targeted goal, it is remarkable. It is why all of these people that are sitting around me deserve every bit of credit that can be given to them. There are many corporations who would like to come in as close to the target as we do in Admissions.

I'd like Allen to take a moment to talk a little bit about this communication process.

Mr. Allen D. Kraus:

Thank you, Mabel. Obviously marketing communications is a very big part of what we do in the admissions and recruitment processes. I want to talk just for a minute about our processes for developing and distributing these materials.

We develop communications that we distribute across media. There is a lot of direct mail that we do to some of the students toward the top of that funnel whose names we get from traditional sources like ACT, SAT, PSAT, and some others. We do a tremendous amount of direct mail to those students. We have a number of targeted publications that we provide to students, just a small sample of which is in the folders that we gave you. We do a great deal with e-mail. We send a lot of e-mail to students and we have a great deal of web content out there as well. So there are a number of ways that we attempt to communicate with students.

We partner with University Marketing Communications to work on many of the things to conceive and develop these communications so that we can ensure a consistent message and high quality across our communications. Given Dr. Holbrook's remarks, it is definitely worth mentioning that our size is part of our message that we are trying to deliver in all of these communications. The last thing that we are trying to do is apologize for being big, but, rather, we put an emphasis on the strengths of the University associated with its size.

I want to mention a couple of the samples that are in your folder. Our main piece is the publication we refer to as "Book One." This is the application bulletin and view book, in which we attempt to summarize all the academic and co-curricular benefits of the University. It also contains application materials. Also, there is a publication describing the services offered to minority students by the Office of Minority Affairs, and an application in that publication for the minority scholars program. Also in the folder we have samples of some postcards that were

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Mr. Kraus: (contd)

developed to highlight specific academic areas. There is a brochure that details merit scholarships, and a brand new one that describes honors opportunities at the University. Again, this is a just a sample, but we wanted you to see some of the things that we do.

Dr. Freeman:

Thank you, Allen. In addition to communications, we also need to get face-to-face with these students in as many ways as possible. Jefferson Blackburn-Smith, senior associate director, is going to talk a little bit about the outreach efforts, because that is particularly under his tutelage.

Mr. Jefferson R. Blackburn-Smith:

With the outreach efforts, one of the things that we really try to do is be very strategic with our resources. When we're looking at 85,000 students who've told us they might want to come to Ohio State in any given year, it becomes very difficult to have personal, meaningful conversations and dialogues with all of these students. So we really try to put ourselves in situations strategically where we are communicating personally and individually with the students that are most likely to enroll and make good decisions. So I want to talk briefly about a couple of things that we think are key in reaching our goals.

One thing I'd like to talk about is the top 300 group. We do operate under a system of territory management, where our outreach people have a geographic territory in Ohio or out of state that they're responsible for. Some of these territories – Columbus area, which is Columbus and Central Ohio, for example – will have over 8,000 students who have inquired. So it becomes very difficult to have, again, those personal relationships that make a difference.

What we have done is select the top 300 students that meet our academic goals and that we find most desirable in that territory. Then the territory manager will do additional personal efforts with those students such as notes, birthday cards, phone calls, and conversations with parents. We have special visit opportunities for those students. We take them to lunch and we host small receptions and dinners in their cities for them. Again, to have real personal contact with these students to help them understand the benefits of Ohio State for them.

Another event I'd like to point out is the engineering reception that we offer in Cincinnati. Again, due to competition from the University of Cincinnati for engineering students, specifically students in that region of the state, this is strategically planned to meet the needs that we find. We take over 30 faculty and staff to Cincinnati, we invite all the students in the Cincinnati region who are interested in engineering, and have a wonderful evening of conversation about the benefits of the Ohio State engineering program. We really highlight the differences in our co-op and internship program from what they've heard from the University of Cincinnati. It has been a marvelous tool for us to make great inroads in the City of Cincinnati against another very strong engineering program.

We also do a lot related to National Merit students, and then yield receptions throughout the state and in key out-of-state targets for students who have been admitted. We also do a number of things to provide our interested students with as many opportunities as possible to visit campus and learn first-hand what Ohio State has to offer. This Autumn Quarter alone, we have 11 open houses planned with anywhere from 250 to 300 guests at each open house.

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Mr. Blackburn-Smith: (contd)

Today is a very special event -- the Ohio State Honors Day. We have over 250 of Ohio's brightest high school seniors on campus with their parents attending a special conference-style visit event. They are selecting from over 40 sessions to attend, that cover everything from merit scholarship information to the benefits of the honors program. We have 10 faculty that are offering academic sessions that tie their research to current event situations. For example, topics like: "The War on Terror," "A Rhetorical Analysis of Mass Media," and "Physics in your Face -- Batteries, Grapes, and CDs." These students are all either National Merit and Achievement semi-finalists or they are students who have scored at least 30 on the ACT. They are Ohio's brightest students. It is a wonderful day. The energy in the room this morning was fabulous and we will have a very positive outcome from this event.

Another event that is coming up that we're very excited about is the Merit Scholarship Preview Day. This is an event that is being jointly sponsored by the Office of Minority Affairs, Undergraduate Admissions, and the Honors and Scholars Center. We will be bringing the brightest minority students from across the State of Ohio to campus. Again, to learn about the opportunities that Ohio State has to offer them, academically with scholarship and financial aid information, and support services. This will be happening in early December. We really do feel these opportunities to bring students on campus and introduce them to our faculty and staff, make a huge strategic difference in who we recruit.

Dr. Freeman:

We can do all of this, but then we also realize that there are things that can pop up that can challenge us on getting to our goals. One of the things that we introduced in this year's application is a strongly encouraged, but not yet required, optional essay question. We've never done that at Ohio State. All of the research shows that as soon as you introduce an essay question, your number of applications will go down. The number of applications will come back up two to three years later, and they'll come back as a stronger group of students. But there will be students who will choose not to apply now because they think, "The only way I'm going to get in is if I write that essay, and I don't want to write that essay."

Whether it's the University of Michigan that had the phenomena or Ohio State, the reality is we know, and we're trying to anticipate that. But we also believe the essay is really critical, because our essay question is not one they can take off the web. The answer is really about themselves, and trying to make that match with the student and the University. We're particularly introducing this because of the potential of what might happen as far as creating a diverse class. If we cannot have a direct identification of students as to what diversity they will bring to the class, the pending 6th Circuit Court decision on the University of Michigan case will obviously have a direct effect on Ohio State. Yesterday there was a meeting in Atlanta with many of the publics and much of the time was spent talking about the current legal situation and anybody's guess is as legitimate right now as anyone else's as to how this is going to come out. But we need to be prepared at Ohio State if we are going to need to make changes in our admissions process.

Tuition decisions can also have an impact on what the class will be. The whole University gets involved in trying to make the best decision regarding tuition and we're very aware of other universities as well. In the meeting I was at yesterday,

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

the University of Virginia was indicating they're going to put a mid-year surcharge in this coming month. Surcharges are now becoming quite prevalent. There were some other publics that were saying they're doing the same thing. So we know that this is a challenge particularly for public universities right now.

Academic reputation is an interesting challenge. We review the students who we admit, but don't attend, as well as research the students who do come, as to why they do come. The number one reason why a student chooses to go someplace else is the academic major that they could pursue at another institution. The number one reason why students choose to come to Ohio State is the academic major they can pursue at Ohio State. Those two are not in conflict with each other. What that is saying is that when we are talking about recruiting this type of student now at Ohio State, they are really zoning in on, "What does that major mean for me?" The information they can get about that major and whether that's going to be a department where they're going to feel comfortable is critically important.

We met two weeks ago with the deans, associate deans, and several department chairs from campus and gave a similar presentation to make sure that they too are aware of how critically important this information about their departments really is for today's student. It is not just about the University. So these are factors that can affect admissions and we pay attention to them.

The good news is that once we get the students here, it is then all about keeping them. This chart shows retention rates and what is happening with retention. Students will not graduate if we can't get them from the first to the second to the third to the fourth year. We did go up a little bit this year in first-year retention. All of you know, that we'd like to get 90 percent of students coming back from the first to the second year. It might interest you to know that nationally only 75 percent of all students return from the first year to the second year. So clearly, at 86.5 percent, we are doing very well, but we'd like to get that up to 90 percent.

The biggest jumps this year came in the retention from the second to the third year, going from 75.8 percent up to 79 percent, and then from third to fourth year, 66 percent up to 70.8 percent. These are all jumps that are going to begin to have an impact on that six-year graduation rate. This year that, too, went up, strongly compared to the previous year -- from 56 percent to 58.8 percent. So we're closing in on that 60 percent and clearly want to get beyond that.

We believe the creation of the First Year Experience Program will pay particular attention to making sure that students are coming in and having that experience that all of us in this room know that is possible for a student. At orientation this summer, we said to all of the students and parents that three things are going to be particularly important that have not a lot to do with their specific major, but a lot to do with their feeling like this is the right place for me to be. One is simply learning to navigate Ohio State. We are big, we are complex, and we are challenging, and we are telling students that. But we are telling them that is the joy, then, of having a university that also can provide the range of opportunities we have. That means knowing where the resources are for help on this campus, and knowing how to manage the distractions and manage their independence on a campus like Ohio State. We say these messages now to the students and parents because this is really a three-way partnership. It is family, students, and the University.

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

We want the students to get in the conversation and we know that the best universities have an intellectual and stimulating environment. That means really getting in there as a freshman and learning to debate and to question. Find out what you can add to this community and to recognize who you are, what you believe in, how that might differ from the next person, and how that is really good, and that it might be different from the next person sitting right across from you.

Then we also talk about traditions and becoming a Buckeye, and what it means to embrace the history and traditions of a great university. We believe that is a unique aspect about The Ohio State University. This, too, is a collaborative effort among Academic Affairs and Student Affairs, and it means having all of these groups on the same page about the importance of the first year.

Last year and, again, this year, Alan Kalish is working with a group of faculty to talk about what is different perhaps about teaching freshmen now, compared to when many of our faculty were freshmen, and how can we change what that educational experience might be in the classroom. The academic advisor's role has become even more critical as we've really moved to a direct enrollment pattern on this campus. Academic advisors have new levels of commitment to serving these first-year students.

We have the Living-Learning Programs, the Counseling Center, the Younkin Success Center and all of its study skills help, and the Office of Student Financial Aid giving the message to students it is not just about the aid we give you before you get here, we want to work with you while you are here to make sure that we're not going to lose students because they can't afford to stay. And we became one office -- combining Admissions, Orientation, and the First Year Experience -- so that there would be a consistency and an awareness among students and families that we are involved with them from high school right on through the end of that first year.

As we've mentioned, communication is so important. The more students know about what to expect, the more comfortable they are when they get here, the more successful their transition will be. This summer, the College of Engineering created a new approach between the time of orientation and the beginning of school. They put their students in chat rooms trying to connect them to engineering by making them familiar with each other, as well as some aspects of engineering in the months of August and September, before they even arrived. Arts and Sciences did some targeted e-mailing to their freshmen. Again, in that month before they came to make them already feel part of what they were going to be experiencing once they got here.

We do a whole series of e-mails to at-risk students. These are students who have self-identified through the ACT information that they'd like more help in math or their writing skills aren't as strong as they'd like them to be. They're worried about this and that. We're giving them targeted suggestions and connecting them to the different resource units on campus, because we know that no matter how good the class gets, there is always somebody who's still at risk compared to the rest of the class, and that's an important group of students to be following.

In the summer we introduced students to the concept of the Buckeye Book Community. This year our two authors were: Julia Alvarez, who wrote *In The Time of the Butterflies*; and Michael Chabon, who wrote the Pulitzer Prize-winning *The Amazing Adventures of Kavalier and Clay*. We had close to 4,000

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

students buy a book at orientation, and indicate to us that they would read something and come back in the fall prepared to be part of small groups with faculty, and then in large groups when both authors came to campus in October. A lot of universities now are doing summer reading programs, but we don't believe any university the size of Ohio State is working toward getting all of the freshmen participating in this experience.

Then it was time for convocation. They actually arrived! As you can see, convocation fills St. John Arena and it is a wonderful event filled with spirit. This year it was filled with two presidents: President Jennings and President Holbrook. Something we did this last year -- and it went over so well we did it again -- is every student received a scarlet and gray tassel like the one I'm holding up here. We gave them these tassels not to wear on their mortarboard when they graduate -- because there is no college for which these are the official colors -- but to have this tassel in their dorm rooms, hanging on their computer or bedpost, in front of them for the next few years, reminding themselves that this is what it's all about -- graduating from The Ohio State University.

Every student got a "Block O" pin to recognize the tradition that's part of Ohio State and to wear it with pride. And, every student -- thanks to the President Club's steering committee and Dick Wells, particularly -- received a disposable camera. We said to the students, "Start taking pictures, we want you to start photographing your Ohio State experience and connecting with this University." All of a sudden cameras started flashing all over St. John Arena, and it was wonderful. This is being part of a community. This makes this University have a sense of realness, if there is such a word, for these new students.

Then Presidents Holbrook and Jennings led us into the football stadium, around the edge of the stadium, and over to the Oval afterwards for the President's Picnic. Some of the best pictures were the young men -- who were not about to take a picture in St. John Arena because that wasn't cool -- but as they walked down into the stadium, many of these guys handed their cameras to each other and ran for a second onto the field, posed in the Heisman position, had that picture taken, and then ran back into line. There was a wonderful spirit among these students during convocation.

We have created more than 140 programs, and in your packets are the brochures describing the First Year Success Series. These are seminars being taught by the experts on campus on everything from how to stop smoking, to how to make sure you don't get into credit card debt, to overcoming test anxiety, to study skills, to leadership development. At the end of these one-hour programs, the students are to write a one-minute reflection paper that they turn in and will go back to their academic advisors. Thousands and thousands and thousands of these papers are being turned back in.

Students register on the web for these sessions, which are filled. What they're telling us in those one-minute reflections is a lot about why this is an important topic to them, why they need to work on this, and could they have some help on this. They go to these sessions as part of their survey course commitment and they pick the ones that are really important to them. It is a program that has had tremendous success last year and, again, this year.

In addition, we mentioned the Living-Learning communities. They were ranked 18th in the nation by *U.S. News and World Report* and we think that's darn

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman: (contd)

impressive. This is the first year they did a ranking about living-learning programs and we were very proud of that. Also, we created cultural arts packets filled with \$5 tickets for students to go downtown and see BalletMet, hear the symphony, or go to a play. We want them to connect with Columbus.

We are into the residence halls to see how their life is going -- dorm-storming we call it. We are putting together the Distinguished Lecture Series this coming spring and bringing in a well-known speaker, particularly to make sure the freshmen are there. The faculty seminars that I mentioned earlier that Alan Kalish is leading to make sure the faculty are also invested in the students in their freshman teaching.

For all of these efforts, the First Year Success Series has been identified as one of the best practices among research universities for first-year programs, as has our engineering first-year program, and we're rather proud of this fact. We'll take it any day when *U.S. News and World Report* would like to suggest we have the 7th best FYE program in the country. So we had a little celebration about that.

It's actually all about the students themselves. We have two honest-to-gosh real live freshmen here to tell you of their first few weeks of their first quarter of their first year at Ohio State has been about. First, I'd like to introduce Elena Pollack. To show you how honest and candid we are, Elena is from Ann Arbor, Michigan, not that that had any effect on why we wanted to make sure she was here today. Elena is an engineering student in the honors program. Elena --

Ms. Elena C. Pollack:

Hi. Up until the last week in June, I was enrolled at the University of Texas--Austin. I had my classes scheduled and was all ready to go to Texas, but something wasn't right. I knew that I was excited to go to college, but there was just something missing. I told my parents and they said, "You're just getting cold feet." I said, "No, seriously." I decided to come to The Ohio State University instead. They were pretty surprised.

The reason I chose to come to The Ohio State University instead of Texas was because of the diverse student body and all of the people who work here. Every time I came to visit -- I visited about seven times this summer -- I met at least three new faces who had open arms and were willing to stop everything they were doing, show me around the campus, and answer any questions I had. They were very warm and welcoming, and it was very comforting. I knew that if I came here, I would be accepted for whom I am. It's everything I've ever wanted in a university. I have met so many new people, I have made so many new relationships in five weeks, and I've learned so much about different cultures, different students, and different backgrounds.

Some of the experiences I've had in the first five weeks have been: working as an OWL. I came a couple days before everyone else and helped others move in, and so far that has been one of the best experiences of my life. I met so many new students, I learned my way around the University fast, and then taught others about how to get around. I met a lot of people who were support systems for me; a network of friends and mentors, and it was a lot of fun.

The second experience was the book experience. I was introduced to Julia Alvarez and that was a once-in-a-lifetime experience that I will never forget. I hold it dear in my heart because her books have had such a strong influence on

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Ms. Pollack: (contd)

my life. I was adopted from Mexico, and her next book is actually about a girl who is adopted from a Spanish-speaking country and goes to the United States and learns about her identity. This is something I had trouble with growing up, but coming here and meeting her was the turning point in that difficult situation that I've dealt with. I got to ask her a lot of different questions that I've always been wanting to ask people and never really got answers until I talked to her. It was very touching.

I am involved in crew and that is a home away from home – I have a family there. It's a place to go and clear my thoughts. It's a wonderful organization and without it, I don't think I would be as happy as I am right now. My coaches are also mentors and I've made lifelong friendships.

I'm an honors student in the engineering program. Engineering was extremely intimidating because I am a woman. I now know all five girls in all of my three classes of engineering. I was nervous about going in, but the engineering program has made a strong effort to unite the women in engineering. There was a Women in Engineering program over the summer where you go for a week and meet people, but I didn't get a chance to go because I thought I was going to Texas. So I missed out on that, but I've made strong connections with the women in my classes that I have.

My Engineering 100H class is a survey class and I love it because it's teaching me a lot about the different types of engineering. I was undecided and now I've chosen to go into mechanical engineering. The Engineering 100H program introduced me to all of the different aspects and types of engineering. It also has been helpful to me in developing time management skills, learning how to survive at the University, how to get through classes, and what to do to get A's. It's a great support system. I love my instructor.

The other class that I was extremely scared to go to was my English class. I hated English in middle school and high school, I was all about math and science. My English 110 class has altered my view on English and writing papers. My teacher, Mr. John Moe, has an awesome name, but he's also a really cool instructor. He believes that there is no wrong or right way to write, it is about how you feel and your ideas, and as long as you get your point across, you're doing okay. My teachers in high school said that there's only one way to write and that was their way. I could never get above a C on any paper, and I was really frustrated. So, going to English 110 has really changed my idea of writing. I've gotten a lot more confident in my writing skills.

The main thing that I have learned about The Ohio State University in these first five weeks was that even though it is a huge University and there are thousands of students all over the place, I have managed to make it small. I have managed to create relationships and small families through crew, engineering, the women in engineering, and my teachers. I am extremely comfortable and very happy here. I'm more happy than I ever thought I could be, and I know that I made the right decision coming here instead of going to the University of Texas.

Dr. Freeman:

Our other freshman is Brennan Stonerock, from Chillicothe, Ohio. Brennan is a member of the health science scholars program and a pre-med student at Ohio State. Brennan --

**FIRST YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Mr. Brennan S. Stonerock:

Thanks. It is an honor to be here and thank you for having us. I am a little different in that Ohio State has always been my first choice for college, ever since I was five-years-old. As a child, I had the Buckeyes mock football uniform with the helmet and the pads, and I'd play with my cousins in the backyard.

About my junior year, I received letters from the orientation offices and learned that Ohio State has a very good academic reputation. Also, I wanted to be a doctor and it had a very good med school. There are so many opportunities for volunteer work and for research opportunities, and medical schools look highly at these. This is something that was a big decision for me in choosing Ohio State.

Since I've been here, most of my time has been spent studying, but I have had some free time. I got a job on campus working at Larkins Hall as a volleyball referee, and I joined Alpha Epsilon Delta, which is the pre-med society, and the philosophy club.

As Dr. Freeman said, I am in the health sciences scholars program. I think that's great and it was another huge decision for me. I had applied to other schools, but none of them really offered anything to describe all the different medical fields because I didn't know what kind of doctor I wanted to be. But the health sciences overview has all the medical fields – you name it and it's in there – and we have presentations from the allied med fields and other med fields. I decided to major in circulation technology, which is actually an allied medical profession.

As Dr. Holbrook was saying, this University is huge. But the First Year Experience Program and orientation makes it small. I was also an OWL and that made it small. I'm in the scholars program and that makes it small. It is also big and one of the good things about that are the hospitals. You can experience so many different things. I was riding across the Oval a couple of weeks ago and I saw anti-abortion messages. Now whether or not that's good or bad, you can see it and experience it, along with so many things at this University that you wouldn't be able to at a smaller university.

My professors, my TA's, and my health sciences leader have all been helpful. My health sciences leader, Lisa Harchalk, is great. She has been like my mom. She helps me do anything. She helped me pick my major and convinced me what I want to do with the rest of my life. It has been great. Everybody here has been very helpful. I'm very proud to be here. I'm excited and I look forward to the next three years.

Dr. Freeman:

Thank you for letting us share this with you today. I don't know if you have any time left for questions, because we had a lot to say.

Mr. Patterson:

We want to thank all of you for the time and effort that you've put in on this presentation. When everything is all said and done, the reason that we're all here and the reason that we exist are for the students and their success. To hear their presentation this morning, I find, and I'm sure the Board does, extremely informative. I thank you for all that you did.

**FIRST-YEAR EXPERIENCE/RECRUITMENT AND RETENTION STRATEGIES/
NEW UNDERGRADUATE STUDENT PROFILES (contd)**

Dr. Freeman:

We appreciate that and we'd like to ask you to help us, too. We have something for each of the Board members. It's not for you personally, but we give these to students as we are talking to them about coming to Ohio State. They are Ohio State laundry bags, and we're willing to have students come with their laundry. We thought that you might know someone in your neighborhood, it could be a relative or a friend, but we would be delighted if you would pass on an Ohio State laundry bag to a potential Ohio State University Buckeye. Tell them that not only do we want them to come and be a student, we want them to come and live with us and experience Ohio State University in all ways possible.

Thank you, again, for letting us be here this morning

--0--

CONSENT AGENDA

President Karen A. Holbrook:

We have eleven resolutions on the Consent Agenda today and unless there are any objections, I would like to recommend the following resolutions to the Board:

REGIONAL CAMPUS BOARD APPOINTMENT

Resolution No. 2003-49

Synopsis: Approval of an appointment to The Ohio State University Regional Campus Board is proposed.

WHEREAS the Board of Trustees in 1994 approved the establishment of The Ohio State University Regional Campus Boards; and

WHEREAS it has been previously stipulated that "the board shall be composed of eleven members appointed by The Ohio State University Board of Trustees in consultation with the president of the university" (one member of the board shall be a member of the university board of trustees; nine members shall be private citizens; and one member shall be a student); and

WHEREAS the following named person has been nominated and selected for appointment to the following Regional Campus Board for the term as specified:

Lima Board Student Appointment

Stephanie Patton, 1-year term

NOW THEREFORE

BE IT RESOLVED, That the foregoing nominee be approved as a member of The Ohio State University-Lima Board, effective July 1, 2002.

**CREATION OF THE WILLIAM E. KIRWAN INSTITUTE FOR THE
STUDY OF RACE AND ETHNICITY IN THE AMERICAS**

Resolution No. 2003-50

Synopsis: Approval of the creation of The William E. Kirwan Institute for the Study of Race and Ethnicity in the Americas is proposed.

WHEREAS the College of Humanities, the Moritz College of Law, and the College of Social and Behavioral Sciences, have worked collaboratively over several years to establish the proposed Institute; and

WHEREAS the proposed Institute will be a distinctive interdisciplinary research Institute that embraces race and ethnicity and examines these concepts throughout the Americas; and

WHEREAS the proposed Institute's mission supports both the University's Academic Plan and the Diversity Plan; and

WHEREAS the proposal satisfies the guidelines for the establishment and review of academic centers (3335-3-36), including membership, administration, budget, and evaluation; and has been endorsed strongly through letters of support, and campus visits and comments from external scholars; and

WHEREAS on June 7, 2002 the Board of Trustees named the proposed Institute "The William E. Kirwan Institute for the Study of Race and Ethnicity in the Americas"; and

WHEREAS the proposal was discussed and approved by the Research Committee, the Research and Graduate Council, and the reviewing subcommittee, the Council on Academic Affairs, and by the University Senate at its October 10, 2002 meeting:

NOW THEREFORE

BE IT RESOLVED, That the creation of The William E. Kirwan Institute for the Study of Race and Ethnicity in the Americas is hereby approved, effective immediately.

NAMING OF LAW AUDITORIUM

Resolution No. 2003-51

Synopsis: Naming of the auditorium located in John Deaver Drinko Hall at the Michael E. Moritz College of Law, 55 West 12th Avenue, is proposed.

WHEREAS William B. Saxbe, a Mechanicsburg, Ohio, resident is a 1948 graduate of the College of Law who devoted his life to a distinguished career in public service; and

WHEREAS his career in public service dates back to his being elected to the Ohio House of Representatives in 1946 at the age of 29, serving four terms in the Ohio House, and serving three terms as Ohio Attorney General; and

WHEREAS William B. Saxbe was a United States Senator before being appointed U.S. Attorney General, considered one of the highest public service posts in the legal profession and was appointed Ambassador to India in 1975 and served until 1977; and

WHEREAS his career exemplifies the integrity and dedication to serving the nation that is instilled in students at the Moritz College of Law; and

NAMING OF LAW AUDITORIUM (contd)

WHEREAS William B. Saxbe continues to serve his alma mater through his volunteer leadership and his generosity:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the aforementioned facility shall be named the "William B. Saxbe Auditorium" at The Ohio State University's Michael E. Moritz College of Law.

PERSONNEL ACTIONS

Resolution No. 2003-52

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the October 4, 2002 meeting of the Board, including the following Promotion, Reappointment, Professional Improvement Leave, Professional Improvement Leaves—Change in Dates, and Emeritus Title as detailed in the University Budget be approved.

Promotion

Name:	KAMILLA K. SIGAFOOS
Title:	Executive Director
Hospitals:	University Hospitals
Effective:	November 1, 2002
Concurrent Appointment:	Associate Vice President for Health Services

Reappointment

Name:	GLENN S. DAEHN
Title:	Professor (The Dr. Mars G. Fontana Professorship in Metallurgical Engineering)
College:	Engineering
Term:	October 1, 2002, through June 30, 2003

Professional Improvement Leave

RICHARD E. BOETTCHER, Professor, College of Social Work, effective Autumn Quarter 2003.

Professional Improvement Leaves—Change in Dates

ANTHONY MUGHAN, Professor, Department of Political Science, change leave from Winter Quarter 2003, to Spring Quarter 2003.

ANTON F. SCHENK, Professor, Department of Civil and Environmental Engineering and Geodetic Science, change leave from Autumn Quarter 2002, Winter Quarter and Spring Quarter 2003, to Autumn Quarter 2003, Winter Quarter and Spring Quarter 2004.

Emeritus Title

GEORGE W. WAYLONIS, Department of Physical Medicine and Rehabilitation, with the title Clinical Professor Emeritus, effective November 1, 2002.

RESOLUTIONS IN MEMORIAM

Resolution No. 2003-53

Synopsis: Approval of Resolutions in Memoriam is proposed.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey a copy to the families of the deceased.

Robert H. Bremner

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 7, 2002, of Robert H. Bremner, Professor Emeritus in the Department of History.

Professor Bremner held a Bachelor of Arts degree from Baldwin Wallace College and a Master of Arts and Doctor of Philosophy degrees from The Ohio State University. After working in the War Department and holding an appointment as associate historian of the American Red Cross, Professor Bremner joined the History faculty at Ohio State in 1946, where he taught until his retirement in 1980. He also held visiting appointments at the Universities of Wisconsin, Montana, Cincinnati, and Michigan. Professor Bremner published widely in the field of modern U.S. history and won recognition for his studies of American attitudes towards poverty, the history of philanthropy and social welfare, and public policy towards children and youth in the United States. Among his most notable books are: *From the Depths: The Discovery of Poverty in the United States* (1956), *American Philanthropy* (1960), and *The Public Good, Philanthropy and Welfare in the Civil War Era* (1980).

Robert Bremner also won numerous grants, fellowships, and awards to support his scholarship. He was the recipient of awards from the North Atlantic Treaty Organization, the Huntington Library, the Social Sciences Research Council, the Rockefeller Foundation, the National Endowment for the Humanities, and the Charles Warren Center at Harvard University. At Ohio State, he received the Alumni Award for Distinguished Teaching and the Joseph Sullivant Medal. Professor Bremner also won the Alumni Distinguished Service Award of the Ohio Academy of History.

Professor Bremner served his profession and the community at the highest level. He was president of the Ohio Academy of History, chairman of the Social Welfare History Group, and a member of the editorial board of the *American Historical Review*. Professor Bremner also served on the President's Science Advisory Committee (Panel on Youth) and on the National Academy of Science's Panel on Federal Programs for Youth.

Robert Bremner was an active member of department, college, and University committees over his long tenure at Ohio State. A devoted and much respected undergraduate and graduate teacher, Professor Bremner served as the director for 40 students who received the Ph.D. degree in History at Ohio State.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Robert H. Bremner its deepest sympathy and understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Edward "Ted" Coates

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 16, 2002, of Ted Coates, Associate Professor Emeritus of Sport Management in the School of Health, Physical Education, and Recreation (now named the School of Physical Activity and Educational Services).

RESOLUTIONS IN MEMORIAM (contd)

Edward "Ted" Coates (contd)

Dr. Coates received his bachelor's degree from Cortland College where he earned varsity letters in basketball, baseball, and soccer. Dr. Coates received his master's degree from Columbia University Teacher's College in 1947. He then began his career as a teacher and joined the faculty at Royalton-Hartland Central School in Middleport, New York. He enrolled at Ohio State in 1963 to pursue his Ph.D. and worked as an instructor. He earned his doctorate in 1966 and remained at Ohio State where he was an enthusiastic and dedicated teacher.

Professor Coates is credited with establishing the sport management program at Ohio State. He was an innovator and visionary for his time. Dr. Coates noticed the need for a sport management program and, in the fall of 1975, Ohio State joined a select group of universities to offer a master's degree in sport management. Eight students began the program under the direction of Dr. Coates. Since that time, more than 600 students have graduated from the program. Dr. Coates' legacy is seen each and every day, with the OSU graduates significantly influencing the sporting world.

Serving the profession at the highest level, Professor Coates was the chair of the American Alliance for Health, Physical Education, Recreation, and Dance's Council of Facilities and Equipment. Dr. Coates's area of expertise was in facility management. He published a widely praised text on facility planning. Prior to retiring and because of his expertise, Dr. Coates helped the University of California – Fullerton, redesign its sport management program.

On behalf of the University community, the Board of Trustees expresses to the family of Dr. Coates its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Arnold E. Ross

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 25, 2002, of Arnold E. Ross, Professor Emeritus in the Department of Mathematics.

Professor Ross earned his doctorate in mathematics from the University of Chicago in 1931. After serving as head of the Mathematics Department at the University of Notre Dame for many years, Dr. Ross was appointed chairman of the Department of Mathematics at The Ohio State University in 1963, serving in that capacity until his retirement in 1976.

Professor Ross was an able administrator and a dedicated teacher, creating several new courses and programs during his long career. He was deeply interested in teaching, especially with the problems of identifying talented students and engaging them in intellectual pursuits. In the 1960s, he initiated innovative outreach programs (New Horizons and Horizons Unlimited) for inner city school children in Columbus. In the 1970s, he created a new type of honors math course for OSU freshmen. Perhaps his most notable achievement was his summer program for high school students talented in mathematics. It has been highly successful since it began in 1957, and the Ross Mathematics Program continues to thrive at Ohio State. Professor Ross directed and taught in that program every summer until poor health forced him to retire in 2000 at age 94. Alumni of the Ross Program have created similar high school programs at other universities in the United States and Canada.

Professor Ross served his profession of mathematics and education at the highest level. In addition to serving on numerous department, college, and University committees he served on mathematics policy and curriculum committees for the National Science Foundation. He received many recognitions and honors including the OSU Distinguished Teaching Award (1974) and Distinguished Service Award (1981). He was president of the Ohio Section of the Mathematical Association of America (1968-1969) and received the MAA Award for Distinguished Service

RESOLUTIONS IN MEMORIAM (contd)

Arnold E. Ross (contd)

(1986). The American Mathematical Society established the "Arnold Ross Lecture Series" in his honor (1993) and presented him with a Citation for Public Service (1998).

On behalf of the University community, the Board of Trustees expresses to the family of Professor Arnold E. Ross its deepest sympathy and sense of understanding for their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

REPORT OF RESEARCH CONTRACTS AND GRANTS

Resolution No. 2003-54

Synopsis: The report on research and other sponsored program contracts and grants and the summary for September 2002 is presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of September 2002 be approved.

REPORT ON UNIVERSITY DEVELOPMENT

Resolution No. 2003-55

Synopsis: The report on the receipt of gifts and the summary for September 2002 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of The John G. and Jeanne Bonnet McCoy Chair in The Ohio State University Heart Center; and

WHEREAS this report includes the establishment of thirteen (13) new named endowed funds and the amendment of two (2) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of September 2002 be approved.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT

July through September
2001 Compared to 2002

GIFT RECEIPTS BY DONOR TYPE

	Dollars July through September		
	<u>2001</u>	<u>2002</u>	<u>%Change</u>
Individuals:			
Alumni (Current Giving)	\$4,086,507	\$6,870,104	68
Alumni (From Bequests)	<u>1,565,329</u>	<u>1,236,831</u>	(21)
Alumni Total	\$5,651,836	\$8,106,935	43
Non-Alumni (Current Giving)	\$2,916,130	\$3,493,171	20
Non-Alumni (From Bequests)	<u>918,795</u>	<u>2,881,248</u>	214
Non-Alumni Total	\$3,834,925	\$6,374,419	66
Individual Total	\$9,486,761	\$14,481,354	53 ^A
Corporations/Corp/Foundation	\$8,124,136	\$9,220,240	13 ^B
Private Foundations	\$3,102,024	\$1,693,173	(45) ^C
Associations and Other Organizations	<u>\$842,950</u>	<u>\$912,434</u>	8
Total	\$21,555,871	\$26,307,201	22

NOTES

- A Individual giving is up 53% largely due to the fact that gifts of \$10,000 or more are up 100% (88 gifts for \$5.9 million last year; 112 gifts for \$11.8 million this year).
- B Gifts at the \$10,000 or more level from corporations are up 15% for July-September compared with the same period last year (166 gifts for \$6.6 million last year; 172 gifts for \$7.6 million this year).
- C Foundation giving at the \$10,000 or more level is down 45% for the first quarter of the fiscal year (\$1.5 million from 31 gifts this year; \$2.9 million from 38 gifts last year).

REPORT ON UNIVERSITY DEVELOPMENT (contd)

TOTAL UNIVERSITY PRIVATE SUPPORT (contd)

July from September
2001 Compared to 2002

GIFT RECEIPTS BY PURPOSE

	Dollars July through September		
	<u>2001</u>	<u>2002</u>	<u>% Change</u>
Gift Receipts to Current Use and Endowment Funds:			
Buildings/Equipment	\$3,672,627	\$3,789,595	3
Faculty Support	\$519,130	\$2,873,538	456
Program Support	\$12,918,087	\$12,427,903	(4)
Student Financial Aid	\$3,306,078	\$5,403,620	63
Annual Funds-Colleges/Departments	\$1,018,652	\$1,691,914	66
Annual Funds-University	<u>\$121,297</u>	<u>\$120,631</u>	(1)
Total	\$21,555,871	\$26,307,201	22

GIFT ADDITIONS TO ENDOWMENT

Dollars July through September		
<u>2001</u>	<u>2002</u>	<u>% Change</u>
\$5,665,807	\$8,363,947	48

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Change in Description of Named Endowed Funds

The Dr. Edward E. Eddowes Memorial Aviation Psychology Fund
The Charles E. McKee Memorial Scholarship Fund

THE OHIO STATE UNIVERSITY FOUNDATION

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Chair</u>			
The John G. and Jeanne Bonnet McCoy Chair in The Ohio State University Heart Center (Used to support a faculty member within the OSU Heart Center; provided by gifts from John G. and Jeanne Bonnet McCoy)		\$2,000,308.24	\$2,000,308.24
<u>Establishment of Named Endowed Funds</u>			
The Evelyn Michael MBA Fellowship Fund (Used to provide support to graduate students in the Fisher College of Business; provided by a gift from Timothy A. Michael and Melinda Vogel Michael)		\$253,750.00	\$253,750.00
The Eleanor L. Craig Scholarship Fund (Used to provide a scholarship for an accounting major in the Fisher College of Business; provided by gifts from Eleanor L. Craig)	\$173,605.86		\$173,605.86
The William M. and Darlene Aldrige Agriculture Scholarship Fund (Used to provide scholarships in the College of Food, Agricultural, and Environmental Sciences; provided by gifts from the estate of Darlene Aldrige)	\$150,000.00		\$150,000.00
The George T. Harding III, MD, Endowed Chair in Psychiatry Fund (Used to support a psychiatrist within the Department of Psychiatry; provided by gifts From family and friends of the late George T. Harding III, M.D.)		\$95,004.00	\$95,004.00
The Hershel T. Meredith Endowed Fellowship Fund (Used to supplement tuition, room and board for a post DVM student with an interest in a veterinary research career; provided by a gift from Herschel T. Meredith)		\$90,675.93	\$90,675.93

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

	<u>Previous Gifts</u>	<u>Current Gifts</u>	<u>Total Gifts</u>
<u>Establishment of Named Endowed Funds (contd)</u>			
The Herschel T. Meredith Women's Athletics Scholarship Fund (Used to provide scholarship costs of undergraduate student athletes who are participating in women's varsity athletics; provided by gifts from Herschel T. Meredith)		\$90,675.93	\$90,675.93
The Suzanne G. and Herschel T. Meredith Diabetes Research Fund (Used to support research in the Division of Endocrinology, Diabetes, and Metabolism Relating to Type I diabetes; provided by a gift from Herschel T. Meredith)		\$90,675.93	\$90,675.93
The Peter E. Mardikian Scholarship Fund (Used to provide undergraduate scholarships to students majoring in marketing or finance in the Fisher College of Business; provided by gifts from family and friends in memory of Mr. Mardikian)		\$52,615.00	\$52,615.00
The Pauline and Jean Wyer Scholarship Fund (Used to provide financial aid scholarships; provided by gifts from the Trust of Edwin H. Ziegfeld)		\$51,181.40	\$51,181.40
The Stephen D. Milligan Family Scholarship Fund (Used to provide scholarship for undergraduate student athletes who are participating on the varsity football team; provided by gifts from Stephen D. Milligan)		\$46,706.00	\$46,706.00
The Lloyd L. and Ilma L. Dowell Family Medicine Fund (Used to support the clinical research, teaching, and patient care activities of the Department of Family Medicine; provided by a gift from Ilma L. Dowell)		\$27,990.00	\$27,990.00
The Phillip Wm. Fisher MBA Fellowship Fund (Used to support a MBA fellowship; provided by gifts from Phillip Wm. Fisher)		\$25,000.00	\$25,000.00
The Oliver E. Hamilton Family Endowed Scholarship Fund (Used to provide scholarships for undergraduate and graduate students at OSU-Marion who are single parents; provided by a gift from Oliver E. Hamilton)		\$25,000.00	\$25,000.00
Total	\$323,605.86	\$2,849,582.43	\$3,173,188.29

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Change in Description of Named Endowed Funds

The Dr. Edward E. Eddowes Memorial Aviation Psychology Fund

The Dr. Edward E. Eddowes Memorial Aviation Psychology Fund was established June 4, 1993, by the Board of Trustees of The Ohio State University with gifts in memory of Dr. Edward E. Eddowes (of Birmingham, Alabama) from his widow, Mrs. E. Anne Eddowes (B.S.Bus.Adm., 1953); his family and friends. The description was revised on November 1, 2002, at the request of Mrs. Eddowes and the dean of the College of Engineering.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

This memorial recognizes Dr. Edward E. Eddowes' lifelong interest in psychology and its application to aviation.

The annual income shall be used to advance the study of and research in aviation human factors through program support such as materials for undergraduate research projects and travel funds for student paper presentations on research results, and through undergraduate and graduate level scholarships. Faculty in the aviation human factors program will recommend uses for the annual income to the dean of the College of Engineering, who will authorize expenditures. Scholarship decisions will be made in consultation with the Graduate School or the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

The Charles E. McKee Memorial Scholarship Fund

The Charles E. McKee Memorial Scholarship Fund was established January 13, 1961, by the Board of Trustees of The Ohio State University with gifts from members of the Ohio Contractors Association and other friends of Mr. McKee. The description was revised on November 1, 2002.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a scholarship(s) for a student(s) who is a U.S. citizen and in their 4th or 5th year in the College of Engineering or Graduate School majoring in civil or environmental engineering. Preference should be given to students who have an interest in highway construction or environmental engineering and who are Ohio residents. Selection is to be made by the chairperson of the Department of Civil and Environmental Engineering and Geodetic Science in consultation with the University Committee on Student Financial Aid, based on the student's scholarship, character, and financial need. The scholarship is granted yearly but the same student may receive it for more than one year.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the chairperson of the Department of Civil and Environmental Engineering and Geodetic Science in order to carry out the desire of the donors.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Chair

The John G. and Jeanne Bonnet McCoy Chair in The Ohio State University Heart Center

The John G. and Jeanne Bonnet McCoy Chair in The Ohio State University Heart Center was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts to the Foundation from John G. and Jeanne Bonnet McCoy, of Columbus, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall provide for a chair position to exclusively support a faculty member in the College of Medicine and Public Health serving within The Ohio State University Heart Center, with a preference for it being the director of The Richard M. Ross Heart Hospital. The position shall be held by a nationally eminent faculty member as recommended by the senior vice president for Health Sciences and dean of the College of Medicine and Public Health. The activities of the endowed chair holder shall be reviewed no less than every five years by the senior vice president for Health Sciences and dean of the College of Medicine and Public Health to determine compliance with the intent of the donor as well as with the academic and research standards of the University.

The research activities of the chair holder may also be supported, as income permits, to include: research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cardiology.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donors.

\$2,000,308.24

Establishment of Named Endowed Funds

The Evelyn Michael MBA Fellowship Fund

The Evelyn Michael MBA Fellowship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Timothy A. Michael (B.A., 1970; M.B.A., 1976) and Melinda Vogel Michael (B.S.Ed., cum laude, 1970; M.A., 1975).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide support to a graduate student(s) in The Max M. Fisher College of Business. Selection of the recipient(s) shall be made by the dean of the Fisher College of Business with recommendations made by the Fisher College graduate programs director. Special consideration will be given to a graduate student(s) who may add to the overall diversity of the college's graduate program. Fellowships will be awarded in consultation with the University Committee on Student Financial Aid.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Evelyn Michael MBA Fellowship Fund (contd)

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or diminish as to provide unused income, then another use shall be designated by the Board of Trustees as recommended by the person or unit with spending authority, and/or appropriate University official, in order to carry out the desire of the donors.

\$253,750.00

The Eleanor L. Craig Scholarship Fund

The Eleanor L. Craig Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Eleanor L. Craig (B.S.Bus.Adm., 1934).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to fund a scholarship for a student enrolled in The Max M. Fisher College of Business who is an accounting major, who has a 3.5 or better grade point average (GPA), and who demonstrates financial need. Selection shall be made by the Fisher College of Business Scholarship Committee in consultation with the University Committee on Student Financial Aid, with formal approval by the dean of the Fisher College of Business.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another student-oriented educational use shall be designated by the Foundation Board in consultation with the dean of the Fisher College of Business in order to carry out the desire of the donor.

\$173,605.86

The William M. and Darlene Aldrige Agriculture Scholarship Fund

The William M. and Darlene Aldrige Agriculture Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Darlene Aldrige of Hillsboro, Ohio, and in memory of her husband, William M. Aldrige (B.S., 1961).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support scholarships for students enrolled in the College of Food, Agricultural, and Environmental Sciences. The student recipients must exhibit high moral standards, reside in Highland County, Ohio, and have graduated from a high school in Highland County, Ohio. Annual scholarship recipients shall be selected by the college scholarship committee in consultation with the University Committee on Student Financial Aid.

In any given year that the endowment income is not fully expended, the unused portion should be reinvested in the endowment principal.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The William M. and Darlene Aldrige Agriculture Scholarship Fund (contd)

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences, or their successor in order to carry out the desire of the donor.

\$150,000.00

The George T. Harding III, MD, Endowed Chair in Psychiatry Fund

The George T. Harding III, MD, Endowed Chair in Psychiatry Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from family and friends of the late George T. Harding, III, M.D., (Clinical Professor Emeritus in the Department of Psychiatry and retired medical director of Harding Hospital) of Worthington, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income provides funds to support the professional activities of a psychiatrist within the Department of Psychiatry who will engage in clinical treatment and teaching activities, including: creative curriculum development; efficient delivery within the economic system; modeling, mentoring and supervision of medical students and residents; and contributions to the professional literature. The chair holder will provide clinical care, with an emphasis on the provision and teaching of psychotherapy both traditional and innovative, which will embrace a number of domains to include spirituality and ethics.

The chair position shall be held by a faculty member who is nationally recognized for contributions in psychotherapy and whole person care as recommended by the senior vice president for Health Sciences and dean of the College of Medicine and Public Health, in consultation with the chairperson of the Department of Psychiatry. The activities of the holder of the chair shall be reviewed no less than every five years by the senior vice president for Health Sciences and dean of the College of Medicine and Public Health to determine compliance with the intent of the donor as well as the academic and research standards of the University.

In any given year that the endowment income is not fully expended, the unused portion should be reinvested in the endowment principal.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health and the chairperson of the Department of Psychiatry in order to carry out the desire of the donors.

\$95,004.00

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Herschel T. Meredith Endowed Fellowship Fund

The Herschel T. Meredith Endowed Fellowship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Herschel T. Meredith of Los Altos, California.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to supplement tuition, room, and board for one outstanding post D.V.M. student with an interest in pursuing a veterinary research career that benefits the health and welfare of animals. Recipients will be selected based on financial need by the dean of the College of Veterinary Medicine in consultation with the associate dean for research in the College of Veterinary Medicine and the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the person or unit with spending authority and/or appropriate university official in order to carry out the desire of the donor.

\$90,675.93

The Herschel T. Meredith Women's Athletics Scholarship Fund

The Herschel T. Meredith Women's Athletics Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Herschel T. Meredith of Los Altos, California.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarship costs of student athletes who are pursuing undergraduate degrees at The Ohio State University and participating in women's varsity athletics. Recipients shall be selected by the director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donor.

\$90,675.93

The Suzanne G. and Herschel T. Meredith Diabetes Research Fund

The Suzanne G. and Herschel T. Meredith Diabetes Research Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Herschel T. Meredith (attended Ohio State, 1931) of Los Altos, California.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Suzanne G. and Herschel T. Meredith Diabetes Research Fund (contd)

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support research relating to the prevention, treatment, and cure of Type I diabetes, to include both basic and clinical research. The income may support, but is not limited to scientific supplies, laboratory space, equipment, salaries for research personnel, and activities required for high quality medical research in the Division of Endocrinology, Diabetes, and Metabolism.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health and director of the Division of Endocrinology, Diabetes, and Metabolism in order to carry out the desire of the donor.

\$90,675.93

The Peter E. Mardikian Scholarship Fund

The Peter E. Mardikian Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from family and friends in honor and memory of Peter E. Mardikian (B.S.Bus.Adm., 1995) who lost his life at the World Trade Center in the tragic events of September 11, 2001.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide undergraduate scholarship(s) to students enrolled in The Max M. Fisher College of Business with preference given to students majoring in marketing or finance. Scholarships will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of the Fisher College of Business in order to carry out the desire of the donors.

\$52,615.00

The Pauline and Jean Wyer Scholarship Fund

The Pauline and Jean Wyer Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Trust of Edwin H. Ziegfeld (B.S.Land.Arch., 1927; B.S.Ed., 1933) of Claremont, California.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Pauline and Jean Wyer Scholarship Fund (contd)

The annual income shall be used to provide financial aid scholarships. The scholarships shall be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the director of Financial Aid in order to carry out the desire of the donor.

\$51,181.40

The Stephen D. Milligan Family Scholarship Fund

The Stephen D. Milligan Family Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Stephen D. Milligan (B.S.Bus.Adm., 1985).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarship costs of student athletes who are pursuing undergraduate degrees at The Ohio State University and participating on the varsity football team. Recipients shall be selected by the director of Athletics in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the director of Athletics in order to carry out the desire of the donor.

\$46,706.00

The Lloyd L. and Ilma L. Dowell Family Medicine Fund

The Lloyd L. and Ilma L. Dowell Family Medicine Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Ilma L. Dowell (B.S.Ed., 1933) and made in memory of Lloyd L. Dowell (B.A., 1932; M.D., 1935) of North Canton, Ohio.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support the clinical research, teaching, and patient care activities of the Department of Family Medicine, particularly those related to heart disease and Alzheimer's disease. Distribution shall be made upon the recommendation of the chairperson of the Department Family Medicine in the College of Medicine and Public Health in consultation with senior vice president for Health Sciences and dean of the College of Medicine and Public Health.

REPORT ON UNIVERSITY DEVELOPMENT (contd)

THE OHIO STATE UNIVERSITY FOUNDATION (contd)

Establishment of Named Endowed Funds (contd)

The Lloyd L. and Ilma L. Dowell Family Medicine Fund (contd)

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the senior vice president for Health Sciences and dean of the College of Medicine and Public Health in order to carry out the desire of the donor.

\$27,990.00

The Phillip Wm. Fisher MBA Fellowship Fund

The Phillip Wm. Fisher MBA Fellowship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Phillip Wm. Fisher of Detroit, Michigan.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to support a Master of Business Administration fellowship. Selection shall be made by The Max M. Fisher College of Business with formal approval by the dean of the Fisher College of Business in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board in consultation with the dean of the Fisher College of Business in order to carry out the desire of the donor.

\$25,000.00

The Oliver E. Hamilton Family Endowed Scholarship Fund

The Oliver E. Hamilton Family Endowed Scholarship Fund was established on November 1, 2002, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Oliver E. Hamilton (A.A., 2002).

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual income shall be used to provide scholarships for undergraduate and graduate students at The Ohio State University at Marion who are single parents. Preference shall be given to those students who have demonstrated need due to unique life circumstances, and who may need an additional source of financial aid. Scholarships will be awarded in consultation with the University Committee on Student Financial Aid.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Foundation Board as recommended by the dean and director of The Ohio State University at Marion, in consultation with the Ohio State Marion Scholarship Committee in order to carry out the desire of the donor.

\$25,000.00

WAIVERS OF COMPETITIVE BIDDING REQUIREMENTS

Resolution No. 2003-56

JULY - SEPTEMBER 2002

Synopsis: Acceptance of the quarterly report on waivers of competitive bidding requirements is proposed.

WHEREAS the Purchasing Policy of The Ohio State University adopted by the Board of Trustees on September 7, 1984, and revised on February 7, 1992, July 8, 1994, November 7, 1997, and March 1, 2002 provides that the President and/or the Senior Vice President for Business and Finance, or for the Hospitals of the University and their related facilities, the Vice President for Health Services, may grant a waiver from competitive bidding in the event of an emergency, when a sufficient economic reason exists or when the goods or services can be purchased from only a single source, with a report on such waivers to be made quarterly to this Board; and

WHEREAS the Senior Vice President for Business and Finance has submitted a report on waivers of competitive bidding requirements granted for the period of July - September 2002; and

WHEREAS during the period covered, the Senior Vice President for Business and Finance, at the requests of the departments making the purchases and upon the recommendation of the Purchasing Department, granted 62 waivers of competitive bidding requirements for annual purchases totaling approximately \$7,917,700 as shown on the enclosed exhibit; and

WHEREAS during the period covered, the Vice President for Health Services, at the requests of the Hospitals of the University and their related facilities making purchases, granted 39 waivers of competitive bidding requirements for annual purchases totaling approximately \$18,456,000 as shown on the enclosed exhibit:

NOW THEREFORE

BE IT RESOLVED, That the report on waivers of competitive bidding requirements for the period of July - September 2002 is hereby accepted.

(See Appendix XXIV for background information, page 575.)

CONSTRUCTION CONTRACTS - AMENDMENT TO RESOLUTION 2003-47

Resolution No. 2003-57

WOODY HAYES DRIVE BRIDGE AND STEAM LINE EXTENSION

Synopsis: Authorization to amend Resolution 2003-47, approved at the October 4, 2002 Board of Trustees meeting, to enter into construction contracts for the Woody Hayes Drive Bridge and Steam Line Extension project is requested.

WHEREAS the University desires to demolish the existing Woody Hayes Drive bridges over the Olentangy River and Olentangy River Road and replace them with new bridges and install a high-pressure steam line under the bridge structure and connected to the existing lines; and

WHEREAS the total estimated project cost is \$9,869,745 and the total estimated construction cost is \$8,625,156, with funding provided by future University bond proceeds (\$8,400,000), Transportation and Parking (\$16,950), and Department of Physical Facilities (\$1,452,795):

CONSTRUCTION CONTRACTS - AMENDMENT TO RESOLUTION 2003-47 (contd)

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into construction contracts for the Woody Hayes Drive Bridge and Steam Line Extension project in accordance with established University and State of Ohio procedures with all actions to be reported to this Board at the appropriate time.

(See Appendix XXV for background information and map, page 577.)

EMPLOYMENT OF ARCHITECTS/ENGINEERS

Resolution No. 2003-58

MANSFIELD CAMPUS – ADMINISTRATION AND CLASSROOM BUILDING

Synopsis: Authorization to employ an architectural/engineering firm for the Mansfield Campus – Administration and Classroom Building project is requested.

WHEREAS The Ohio State University – Mansfield desires to construct a new building that will alleviate present shortages of space, plan for expected growth, and enhance Ohio State's visibility; and

WHEREAS the preliminary project cost estimate is \$6,537,000 with the design costs being funded by the Mansfield Campus:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to select qualified architectural/engineering firms as necessary for the Mansfield Campus – Administration and Classroom Building project and that the fees for these services be negotiated between the firms selected and the University, provided that no authorization to enter into construction contracts for this project is to be submitted to the Board for approval until there is a memorandum of understanding executed by all the offices involved.

(See Appendix XXVI for background information and map, page 581.)

ROADWAY EASEMENT

Resolution No. 2003-59

**CITY OF COLUMBUS
STREET CORNER AT THE INTERSECTION OF
WEST 11TH AVENUE AND HIGH STREET**

Synopsis: Authorization to grant a perpetual roadway easement to the City of Columbus for construction of roadway improvements related to the widening of High Street in connection with the Gateway project and for the maintenance and operation of the improvements is proposed.

WHEREAS Campus Partners has requested that The Ohio State University grant a perpetual easement to the City of Columbus for the construction of certain roadway improvements, installations, enhancements, facilities and equipment related to the widening of High Street in connection with its Gateway project and for the maintenance and operation of these improvements across approximately 0.0076 acres of University land located at the northwest corner of the intersection of West 11th Avenue and High Street; and

ROADWAY EASEMENT (contd)

WHEREAS the appropriate University offices have determined that the grant of this easement is in the best interest of the University:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized, pursuant to Ohio Revised Code Section 3345.18, to grant to the City of Columbus a perpetual roadway easement over approximately 0.0076 acres of University land for the construction of roadway improvements related to the widening of High Street in connection with the Gateway project and for the maintenance of these improvements.

(See Appendix XXVII for background information and map, page 583.)

Upon motion of Mr. McFerson, seconded by Mrs. Davidson, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Messrs. Patterson, Sofia, Slane, McFerson, Borrer, and Judge Duncan, Ms. Longaberger, Hendricks, and Davidson.

Mr. Patterson:

I just want to note that there has been a tremendous amount of effort put in over a long period of time on the Medical Practice Plan. I think this issue has been an issue as long as I've been a Trustee, and I understand it goes much, much further back before that. There will need to be many additional things that the Board addresses on a go-forward basis, and we will take those in the order in which they need to come before us. Zuheir --

Mr. Sofia:

There was a good presentation given in the Fiscal Affairs Committee meeting this morning. We were informed that there are certain issues, including professional liability insurance, tax issues, and other things the Medical Center has been working on and will bring to the Board at the appropriate time.

MEDICAL PRACTICE PLAN

Resolution No. 2003-60

Synopsis: Approval of a Medical Practice Plan for a College Central Practice Group is proposed.

WHEREAS the Senior Vice President for Health Sciences and Dean of the College of Medicine and Public Health and the leadership of the College of Medicine and Public Health have recommended the adoption of a Medical Practice Plan to establish a single College Central Practice Group; and

WHEREAS the creation of a College Central Practice Group is essential to the ability of the University Medical Center to achieve its goals of excellence in teaching, research and patient care locally, regionally and nationally; and

WHEREAS the new College Central Practice Group provides the structure for the existing departmental practice groups to join as one; and

WHEREAS it is recognized that the provisions of the Medical Practice Plan adopted by the Board in 1995 will remain in effect to allow time for the transition to the new College Central Practice Group:

MEDICAL PRACTICE PLAN (contd)

NOW THEREFORE

BE IT RESOLVED, That The Ohio State University College of Medicine and Public Health Medical Practice Plan for the College Central Practice Group is hereby adopted to become effective December 15, 2002; and

BE IT FURTHER RESOLVED, That The Senior Vice President for Health Sciences and Dean of the College of Medicine and Public Health is hereby delegated the authority to review and approve the College Central Practice Group and to take appropriate actions necessary to implement this resolution and the Medical Practice Plan in accordance with established University procedures.

(See Appendix XXVIII for background information, page 585.)

Upon motion of Mr. Borrer, seconded by Mr. Slane, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Messrs. Patterson, Sofia, Slane, McFerson, Borrer, and Judge Duncan, Ms. Longaberger, Hendricks, and Davidson.

--0--

Thereupon the Board adjourned to meet Friday, December 6, 2002, at The Ohio State University Fisher College of Business, Columbus, Ohio.

Attest:

Maureen T. Sharkey
Assistant Secretary

James F. Patterson
Chairman

UPDATE

Since the September Board Meeting
Karen A. Holbrook

Meetings With Student Organizations/Groups/Leaders

- Student leaders of SGA, Professional Students Organization and Council of Graduate Students (with Student Affairs)
- Student Diversity Group Leaders (50) (with Student Affairs)
- Eddie Pauline

Student Events

- Homecoming Parade

Meetings With Faculty and Staff Organizations; Boards

- OSU Foundation Board
- Staff Advisory Council Executive Committee
- University Council on Diversity
- Alumni Advocates meeting
- University Senate
- Strategic Planning Group – School of Medicine and Public Health
- Hosted New Faculty reception
- Attended Provost Dean and Administrators reception/dinner
- Visited Council of Deans Meeting
- Faculty Leadership Group (Susan Fisher, Gene Mumy and Stan Ahalt)
- Secretary of the University Senate
- Presidents and Provost's Faculty Advisory Council
- University Hospital Board
- Executive Committee of GLBT Organization
- Wexner Center Board
- University Development Staff dinner
- Student Affairs Diversity Council
- Alumni Advisory Council - opening presentation and exit interview

Meetings with Deans and Other OSU Administrators and Program Leaders

- Dr. Elizabeth Lenz – Dean of Nursing
- Dr. Joseph Alutto – Dean of Business
- Dr. Jan Kronmiller, Dean of Dentistry
- Professor Nancy Rodgers, Dean of Law
- Dr. Karen Bell, Dean of Fine Arts
- Dr. Mike Hogan, Dean of Humanities

- Dr. Glenn Hoffsis, Dean of Veterinary Medicine
- Sherri Geldin, Director of the Wexner Center
- Dr. Susan Hartmann and Mark Ellis; Faculty Athletic Representative and Chair, Faculty Athletic Committee
- Regular meetings with senior team - Ed Ray, Bill Shkurti, Fred Sanfilippo, Ginny Trethewey, Jerry May, Andy Geiger, Brad Moore, Bill Hall *et al.*,
- Regularly scheduled cabinet - 2-3 hrs discussion each Wednesday of agenda items and open conversation

Meetings With Community Organizations and Groups

- Presented the keynote talk at the Women's Hall of Fame luncheon: "Women Leading the Way in the 21st Century: Why so Slow, and Whose Responsibility is it?"
- Introductory luncheon meetings
 - Tom Hoaglin, George Skestos and Zuheir Sophia
 - Jerry Jurgenson and the executive team of Nationwide
 - Michael Fiorile and Sally Jackson –Columbus Chamber of Commerce
 - Alex Shumate
- Dr. Robert Massie and Dr. Bruce Bursten - Chemical Abstracts relationship to Ohio State
- Columbus Technology Leadership Council – pre-board briefing
- SciTech Director, Ora Smith – pre-board briefing
- Columbus Chamber of Commerce Meeting
- Columbus Technology leadership Council Meeting
- SciTech Board at OSC – tour Computer Arts Animation Laboratory
- Consultants for the Columbus Downtown Development Council

Meetings With Alumni and Friends of the University Away from Campus

- Vince and Pat Aveni, at their home
- Patterson Farms – Jim and Nancy Patterson

Meetings With Editorial Boards and Members of the Press

- Plain Dealer – Cleveland
- Chicago Tribune
- Columbus Dispatch Editorial Board
- Columbus Call and Post Publisher
- Channel 10 interview
- Channel 6 interview
- Skip Mosaic – half-time interviews for all games

Welcome Receptions

- Jennings Reception for minority community leaders
- Annual Women's Reception
- Ambassador Milton Wolf's home in Cleveland
- Welcome reception from the student leaders
- Reception hosted by YWCA, Columbus Chapter of Links, The Women's Fund of Central Ohio, and Junior League - approximately 400 women
- Office of Minority affairs reception

Classroom Activities

- Taught a class in Educational Policy and Leadership

Special University Events

- Endowed Scholars Event – recognizing those students who have received such awards and honoring the 25 years of support from the Battelle Honors Program
- Diversity lecture series
 - Introduced Nancy Hopkins, MIT
 - Introduced Morris Dees, Center for Southern Poverty and the Law
- Mathematical Biosciences Gala – first national workshop on neural networks; Rita Colwell, Director of NSF as special guest
- Football Captains Breakfast
- Family Weekend Brunch – Remarks to parents and students
- Ohio State Alumni Awards Banquet
- University Distinguished Lecture
- Glenn Gubernatorial Debate

National Meetings Held on the OSU Campus or OSU Sponsored Held Off Campus

- Seiko A. Heiskanen Symposium on Geodesy – College of Engineering
- Outreach and Engagement Conference – “Catalyst for Change” - co-sponsored with Penn State and the University of Wisconsin Extension; opening remarks and introduction of Dr. Judith Ramaley, keynote speaker, National Science Foundation; formerly president of Portland State University and University of Vermont)

Campus-Wide Communications

- welcome letter to students and faculty
- reminder of tolerance in today's uncertain times

Off Campus Events

- IUC President's Meeting
- Embry Riddle Aeronautical University Board of Trustees Meeting – Prescott, Arizona
- AAU President's Meeting – Emory University
- Society of Research Administrators International meeting – Keynote Speaker "The High Cost of Success in Research;" received the Distinguished Contribution to Research Award from SRA

Off Campus Visitors

- Rita Colwell, Director National Science Foundation
- Senators Voinovich and DeWine visits to campus – discussion and lunch

Searches Underway

- Vice President for Governmental Affairs – Bob Moser, chair
- Vice President for External Affairs – Bill Shkurti, chair

Development and Social Events

- Columbus Museum of Arts Annual Ball
- Veterinary Medicine Alumni tailgate
- Donor dinner and Paul McCartney concert

External Invitations

- to serve as a member of the Board of ACE
- to serve as the keynote speaker at the Southern University Council of Presidents – on the topic of "Access and Excellence"
- to present the commencement address at the University of Toledo
- to speak at Columbus Rotary, November 25

Repeating Issues

- Diversity as an Issue
- Undergraduate Education – Faculty/student engagement
- Technology Transfer and Economic Development
- Access and Cost of Education
- University and Community Citizenship

**Waivers of Competitive Bidding Requirements
July-September 2002**

(APPENDIX XXIV)

<u>Category</u>	<u>Total</u>	<u>Sole Source</u>	<u>Emergency</u>	<u>Sufficient Economic Reason</u>
Hospitals Merchandise for Resale	\$600,000 2	\$600,000 2	\$0 0	\$0 0
Hospitals - Professional Health Care Services	\$8,030,057 9	\$811,834 3	\$934,000 1	\$6,284,223 5
Hospitals - Equipment and Services	\$9,825,968 28	\$8,416,450 22	\$192,048 3	\$1,217,470 3
Merchandise For Resale	\$975,000 2	\$975,000 2	\$0 0	\$0 0
Instructional and Research Equipment and Services	\$1,228,764 22	\$447,913 9	\$59,758 1	\$721,093 12
Administrative Support Equipment and Services	\$5,530,021 35	\$3,589,737 14	\$304,606 5	\$1,635,678 16
Conference Facilities	\$183,888 3	\$75,000 1	\$52,269 1	\$56,619 1
TOTAL	\$26,373,698 101	\$14,915,934 53	\$1,542,681 11	\$9,915,083 37



Woody Hayes Drive Bridge and Steam Line Extension

5062-PF990609

Requesting Agency(s): PHYSICAL FACILITIES

Location(s): Unidentified Bridge-Col. Gross Sq. Ft.: 0 Age:

Description: The Woody Hayes bridges that span the Olentangy River and Olentangy River Road were constructed in 1921. A detailed engineering inspection in February 1995 indicated a need for extensive structural rehabilitation. This project would demolish the existing bridges over the Olentangy River & Olentangy River Road and replace them with new bridges that have four 12' lanes with 10' sidewalks on each side, as well as provide ADA accessibility to the bridges from the parking areas. The bridges would be built using part-width construction allowing maintenance of traffic on the bridges. A vertical clearance of 15'6" is required to meet the current AASHTO standard.

Included with this project is the construction of a high-pressure 10" steam line, which would be installed on the bridge under-structure and connected to the existing line near St. John Arena & Ag Eng. The recommended single structure would allow for the opening of the river corridor as well as accommodating a bike path along the east bank of the Olentangy River without encroaching on the waterway.

Project Team:

Facility Planner: Is Unassigned

Project Captain: Paul Sherwood
(Sherwood.1@osu.edu)

Project Assistant: Karen Cogley
(cogley.1@osu.edu)

Field Coordinator: Mark Hartmann
(hartmann.16@osu.edu)

Source of Funds:

	Original	Revised
General Funds-Business & Admin	\$0.00	\$0.00
Future Univ. Bond Issues	\$6,500,000.00	\$8,400,000.00
Auxiliaries-Trans. & Parking	\$0.00	\$16,950.00
Repair & Renovation Fiscal Yr 02-03	\$71,513.69	\$1,452,795.00
Total:	\$6,571,513.69	\$9,869,745.00

Project Information:

Project originally approved by the Board of Trustees on July 2, 1999 at a value of \$6.5 million. The project budget was increased to \$8.4 million to incorporate the steam line extension work (project #5062-PF990627). Project increased to \$9.8 million following receipt of bids to reflect the acceptance of alternates and additional contingency.

Uses of Funds:

	Original	Revised
Construction	\$5,850,000.00	\$8,625,156.31
Contingency	\$44,225.69	\$431,258.13
Design	\$650,000.00	\$782,280.00
University Administration	\$27,288.00	\$31,050.56
Total:	\$6,571,513.69	\$9,869,745.00

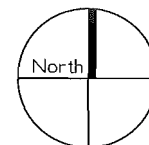
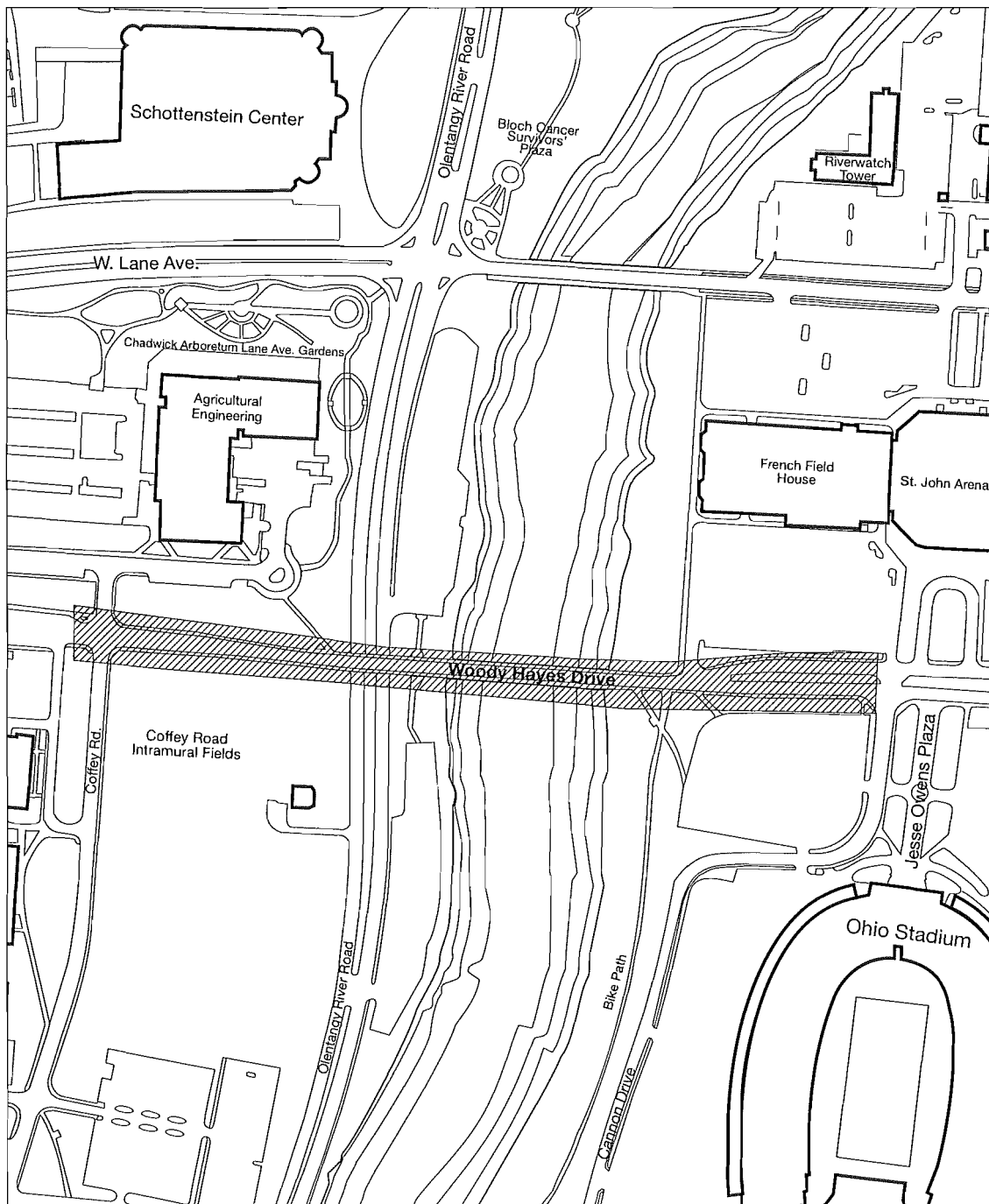


Woody Hayes Drive Bridge and Steam Line Extension

5062-PF990609

Schedule:	Projected	Revised	Actual
Planning			
Arch/Engr Approved by B/T	07/02/1999		07/02/1999
Bidding Approved B/T	07/02/1999	10/14/2002	
Design			
Construction Document Approval	04/04/2002		06/13/2002
Bidding			
Bid Opening	09/20/2002	09/20/2002	09/20/2002
Bid Opening	08/07/2002		08/16/2002
Construction			
Construction Start	07/01/2000	10/09/2002	
Completion	07/01/2002	04/08/2005	

Woody Hayes Drive Bridge and Steam Line Extension



Office of Business and Finance
Office of Facilities Planning and Development

December 9, 2000



Mansfield Campus - Administration and Classroom Building

315-2002-929

Requesting Agency(s): MANSFIELD CAMPUS

Location(s): Site - See Comments. **Gross Sq. Ft.:** 0 **Age:**

Description: Construct an approximately 30,000 gross square foot building to house all Student Services offices, Business Office, Dean/Directors Suite, University Reception and Switchboard area, Campus Security, Center of Corporate & Community Education, Education Department (classroom, labs and offices), and Music Department (classroom, labs and offices). Sited to create a focal building, increase visibility of Ohio State University Mansfield and improve accessibility to the functions and services provided within.

Project Team:

Facility Planner: Anne Pensyl
(pensyl.3@osu.edu)
Project Captain: Marty Bricker
Project Assistant: LeeAnne Chandler
(chandler.63@osu.edu)
Field Coordinator: Is Unassigned

Project Information:

Preliminary budget is \$6,537,000.00

Local Administration to be requested.

The site is located to the northwest of the existing service center, directly west of the child development center, between the entry drive and the main parking lot.

Schedule:

Planning

Arch/Engr Approved by B/T

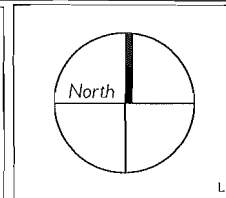
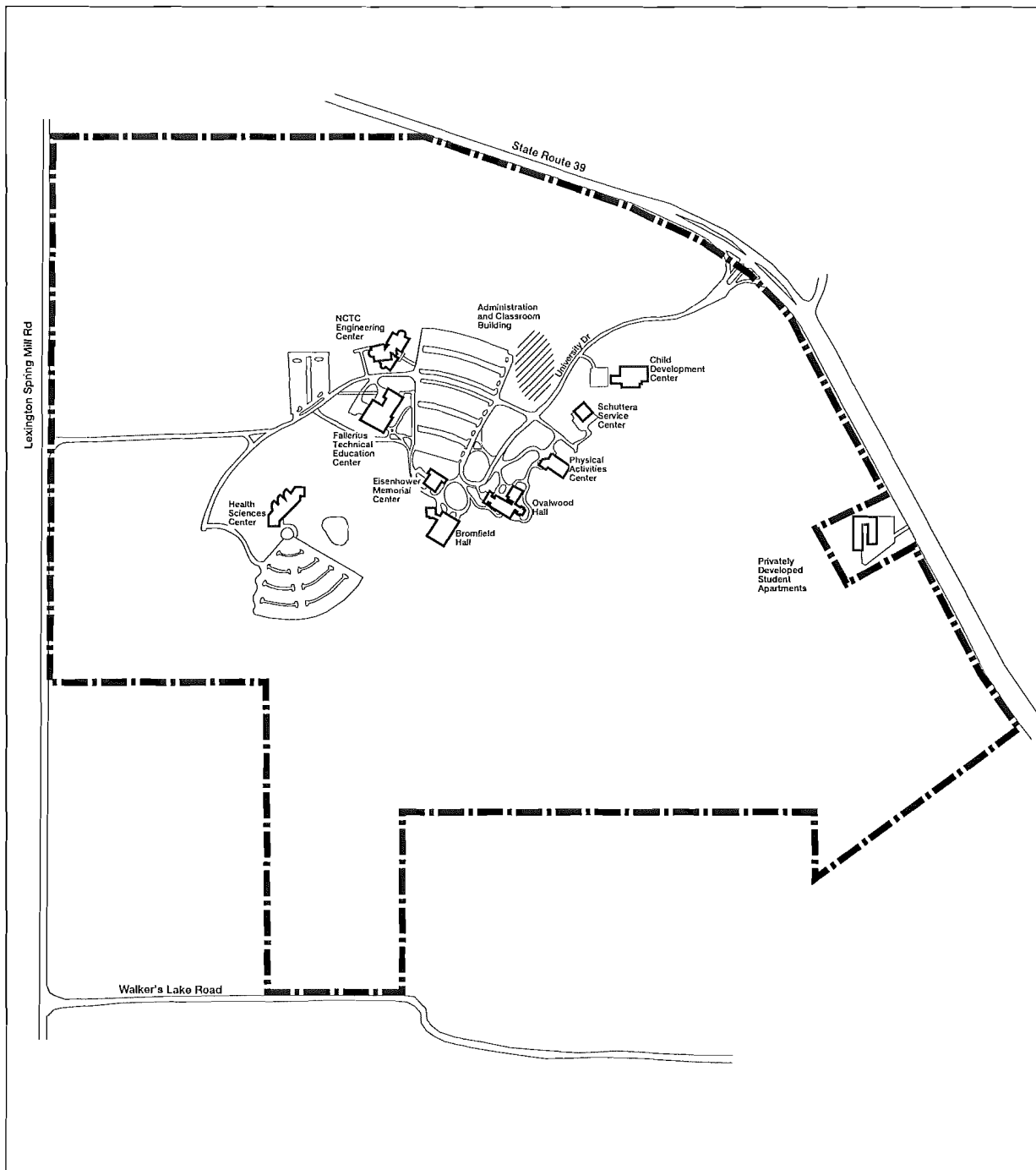
Projected

11/01/2002

Revised

Actual

Mansfield Campus - Administration and Classroom Building



Office of Business and Finance
Office of Facilities Planning and Development

October 29, 2002

(APPENDIX XXVII)

ROADWAY EASEMENT

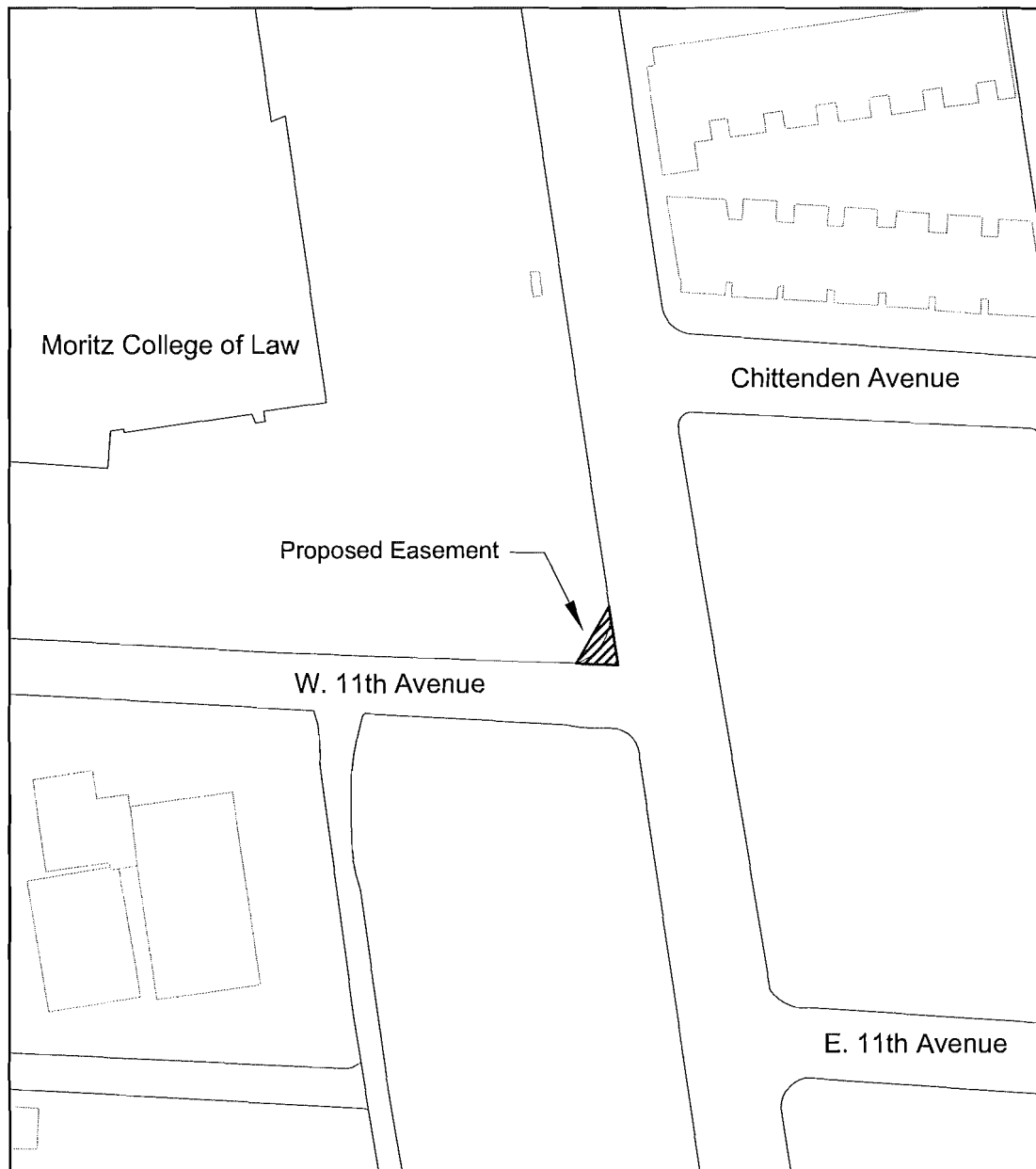
CITY OF COLUMBUS
STREET CORNER AT THE INTERSECTION OF
WEST 11TH AVENUE AND HIGH STREET

Campus Partners is requesting that the University grant a perpetual roadway easement to the City of Columbus across approximately 0.0076 acres of University property located at the northwest corner of the intersection of West 11th Avenue and High Street for construction of roadway improvements related to the widening of High Street in connection with the Gateway project. This perpetual easement will be granted pursuant to Ohio Revised Code Section 3345.18, which provides that the University, on behalf of the State, may grant perpetual roadway easements to municipal corporations.

Roadway Easement - 0.0076 Acres

City of Columbus

Street Corner at the Intersection of West 11th Avenue and High Street



No True Scale

Office of Business and Finance
November 1, 2002



Site of Roadway
Easement

Map Provided by University Engineer's Office

(APPENDIX XXVIII)

**BACKGROUND FOR MEDICAL PRACTICE PLAN
FOR A COLLEGE CENTRAL PRACTICE GROUP
FOR THE COLLEGE OF MEDICINE AND PUBLIC HEALTH**

In 1985, the Board of Trustees of the Ohio State University approved a Medical Practice Plan establishing departmental practice groups for the clinical departments of the College of Medicine and Public Health. The plan was most recently amended in 1995.

The attached resolution establishes a college central practice group to include the faculty of all the clinical departments. This new Medical Practice Plan will coexist with the previously recognized practice plan to allow the departmental groups sufficient time to properly plan for the transition into the new college central practice group.

The Ohio State University Board of Trustees

November 1, 2002

THE OHIO STATE UNIVERSITY
COLLEGE OF MEDICINE AND PUBLIC HEALTH MEDICAL PRACTICE PLAN FOR THE COLLEGE
CENTRAL PRACTICE GROUP

Preamble:

The primary goals of The Ohio State University College of Medicine and Public Health (COM&PH) are to provide education, research and service in medical disciplines. To advance these goals, it is necessary to provide patient care, a consequence of which is the generation of practice income. This authorization for a College Central Practice Group ("the CCPG") is predicated on two principles. First, the provision of patient care services by the regular and auxiliary faculty through the CCPG is an essential and critical part of their employment at OSU. Second, a significant proportion of such income is used for academic enrichment and to enhance our faculty goals. This practice plan contains the policies, rules and procedures for the management and use of practice income through the CCPG.

I. Introduction and Scope of Coverage

These policies (hereinafter referred to as "the Practice Plan") shall be incorporated in and be a part of the annual contract of employment between The Ohio State University and all regular and auxiliary faculty members appointed in a clinical department of the COM&PH. This Practice Plan has been adopted by the Board of Trustees of The Ohio State University to become effective December 15, 2002, and can be amended only by formal action of the Trustees.

II. Definitions

For purposes of this Practice Plan:

- (A) "Regular faculty member" shall mean a person holding a faculty appointment on the regular track or regular clinical track requiring fifty percent or more service to the University in a clinical department of COM&PH and who is providing patient care services.
- (B) "Auxiliary faculty member" shall mean a person holding a clinical, adjunct, or other appointment requiring fifty percent or more service to the University in a clinical department in the COM&PH who is not a regular faculty member, and who is providing patient care services.
- (C) "Practice income" shall mean all collections (less refunds) received by a faculty member or the CCPG on his or her behalf from such faculty member's patient care services.
- (D) "OSU" shall mean The Ohio State University.
- (E) "Clinical Departments" shall mean the following academic Departments in the COM&PH: Anesthesiology, Emergency Medicine, Family Medicine, Internal Medicine, Neurology, Obstetrics and Gynecology, Ophthalmology, Orthopedic Surgery, Otolaryngology, Pathology, Pediatrics, Physical Medicine & Rehabilitation, Psychiatry, Radiology, and Surgery.
- (F) "Academic year" shall mean the period beginning July 1 and ending on June 30 of the following calendar year or such other fiscal year as may be adopted by OSU.
- (G) "Dean" shall mean the Dean of the OSU College of Medicine and Public Health.

- (H) "Senior Vice President" shall mean the Senior Vice President for Health Sciences.
- (I) "Health System" shall mean all hospitals and medical facilities owned by the University.

III. Compensation and Support for Regular Faculty

(A) Salary

Faculty members in the COM&PH may receive a salary from the OSU general funds budget.

(B) Practice Income

Subject to the obligations detailed herein, the regular and auxiliary faculty members may establish their professional fees and bill for, collect, and retain all fees for all patient care services rendered by such faculty members.

All regular and auxiliary faculty members of each clinical department of the COM&PH are members of the CCPG and as such will have all financial data managed and disclosed by the CCPG to the Chairperson of that department and to the Dean. The disclosure shall include all practice income, expenses and institutional support related to the departmental faculty, including the Chairperson, associated practice expenses and the total amount of annual support provided to the department and to the COM&PH.

The Dean will disclose the totals for the COM&PH to the Senior Vice President and the President of OSU.

IV. Cost Related to Patient Care Services

(A) Determination of Costs

OSU and the Health System will maintain accurate records of the total costs (direct and indirect) incurred in University medical facilities. It is recognized that a portion of these total costs results from the performance of the teaching and research functions of OSU and that this portion of these costs is an appropriate expense of OSU.

Appropriate representatives of the CCPG will meet no fewer than sixty days prior to the beginning of each academic year, with appropriate representatives of OSU and the Health System to develop a practice budget. That budget is to include the direct and indirect costs incurred in University facilities used by regular and auxiliary faculty members in each Department to provide patient care services from which regular faculty members will be deriving practice income. Such costs are to be reduced by an amount which, in the judgment of OSU, reflects a proper charge for the Department teaching and research functions performed in the OSU facilities and are to be no more than the costs for which similar facilities could be obtained from a competitive source in which there is no teaching or research function for which payment must be made. No charge is to be made for University medical facilities for which OSU or the Health System makes a separate charge to the patient.

Appropriate OSU and Health System costs records will be made available to the CCPG. Upon request, the CCPG will meet with representatives of Health System to discuss such cost records, including proposed indirect costs and the amount of the charge for the teaching and research functions.

(B) Payment

The charges for practice costs will be stated on an annual basis, one quarter of which will be paid by the CCPG on the last day of September, December, March and June of each academic year for the prior quarter. Payment will be made to the Health System.

V. Academic Enrichment Programs

(A) Teaching and Research Fund of the College

In order to enhance teaching and research and provide for related capital needs there shall be within the COM&PH a Teaching and Research Fund (TRF) to be administered by the Dean. The TRF will be perpetuated through annual payments based on total of practice income generated by each Department's regular and auxiliary faculty. The annual payments will be 3% of practice income. This percentage may be adjusted by the Senior Vice President and Dean with the agreement of the CCPG. The Dean will annually provide to the Council of Chairs, Faculty Council, and the CCPG a budget proposal for the expenditure of these funds and a report on the preceding year's expenditures.

Payments to the TRF will be made to the College by the CCPG on a quarterly basis: the last day of September, December, March, and June of each academic year based upon an estimate of gross practice income with final reconciliation to be made at the end of June of each academic year. The TRF is separate and distinct from the departmental academic enrichment programs.

(B) Departmental Academic Enrichment Programs

In order to enhance the teaching and research activities within each clinical department, each clinical department shall establish an academic enrichment program which is supported by practice income. It is recognized that the Clinical Departments have varying needs for, and varying abilities to support, academic enrichment programs calling for funds in addition to the payment of costs incurred in connection with patient care services. A single plan applicable to all faculty members can result in inequities, both for the faculty and for the COM&PH. Instead, academic enrichment programs should be developed through Departmental faculties under the guidance of the Dean. Such programs should identify those payments which clearly support the teaching, research and academic service missions of the department. The annual payments to departmental enrichment programs shall amount to at least 20% of the gross aggregate practice income for all clinical departments in the COM&PH.

This payment is above and beyond the cost of practicing medicine, which is also borne by each participating department.

The Dean will establish general guidelines for the development of Departmental academic enrichment programs, including but not limited to the following:

- (1) Support of the departmental teaching mission including, but not limited to, scholarships, tuitions, recruitment, continuing medical education, salaries and stipends for students, residents, fellows and other trainees, faculty and staff.
- (2) Support of the departmental research mission including personnel, space, equipment and supplies.

Upon an affirmative vote of at least 75% of the voting regular faculty holding appointments in the Department, the Academic Enrichment Program will become effective and mandatory on all regular and auxiliary faculty members. A Departmental

academic enrichment program may be amended from time to time or rescinded by an affirmative vote of at least 75% of the voting regular faculty members holding appointments in the Department.

Upon approval by the Chairperson, the Departmental Academic Enrichment Program shall be submitted to the Dean annually for the Dean's approval. The Department Chairperson or the Dean may from time to time recommend changes in any Departmental academic enrichment program. Their recommendations will be considered by the regular faculty members in the Department. The results of such consideration will be sent to the Department Chairperson, and the Dean for the Dean's approval.

Each Department Chairperson will file an annual program report with the Dean. This report will outline the academic enrichment program adopted by the regular faculty members and the academic enrichment achieved by such program during the prior year.

Payments to the COM&PH will be made by the CCPG on a quarterly basis: the last day of September, December, March and June of each academic year based upon an estimate of gross practice income with final reconciliation to be made at the end of June of each academic year.

VI. Recognition of the CCPG.

The CCPG shall be incorporated under the laws of the State of Ohio as a not-for-profit corporation. There may be only one CCPG and it must represent all regular and auxiliary faculty members employed by the clinical departments of the COM&PH. A corporation seeking to be recognized as the CCPG shall make application to the Senior Vice President and shall provide to the Senior Vice President copies of its Articles of Incorporation and Bylaws and such other documentation as will establish that it meets the requirements of this practice plan. If the Senior Vice President is satisfied that the corporation meets the requirements of this practice plan, the Senior Vice President shall so notify the applicant organization in writing of the approval and any conditions the organization must meet to maintain this approval. If the Senior Vice President determines that the applicant corporation should not be approved, the Senior Vice President shall provide the applicant corporation with a written explanation of the reasons for not approving the organization as the CCPG.

The Senior Vice President's decision to approve or reject a corporation is committed to the discretion of the Senior Vice President. The Senior Vice President may exercise this discretion by not recognizing the applicant corporation, notwithstanding the fact that it meets the requirements of this Practice Plan. The decision of the Senior Vice President shall be final.

Once a corporation has been recognized as the CCPG, any amendments to the corporation's governance documents must be approved by the Senior Vice President.

Within ninety (90) days of the Senior Vice President's approval, the CCPG and the COM&PH and the Health System shall negotiate an affiliation agreement which shall further describe the relationship between the CCPG, the COM&PH, the Health System and OSU. The agreement shall include, but not be limited to, the following provisions: Support for the academic mission, participation in teaching and research programs, clinical activities at OSU facilities, implementation of this practice plan, financial relationship between the CCPG and OSU and negotiations with third party payors.

The Senior Vice President and Dean shall be entitled to review the CCPG's decision making process and governance documents in order to ensure academic and clinical quality and productivity in each Department of the COM&PH.

In order to maintain individuality and autonomy among departments, each department should continue to have the opportunity to develop its own plan of practice.

VII. Membership in the CCPG.

As a condition of faculty employment, all regular and auxiliary faculty members as defined in Article I will be required to join and remain members of the CCPG. The chair of any clinical department may invite other faculty members to join the CCPG on the same terms as outlined herein.

The CCPG shall administer the patient care practice of all its members, including collection of fees, payment of all members' patient care costs and expenses, departmental academic enrichment and TRF payments as well as distribute all practice income. The CCPG shall provide for major input by the Dean, the chairperson of each department represented in the CCPG, full participation by the faculty, and be subject to complete and full audit, at least annually. The CCPG will submit annually to the Senior Vice President and the Dean a full audit report for the previous year no later than 120 days following the completion of the fiscal year. This report shall be prepared by a public accounting firm and shall provide the aggregate financial data for the CCPG, including practice costs and expenses, TRF payments and all academic enrichment payments paid to any entity for the purposes defined earlier in this document.